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#### 2011 Homeland Security Symposium

"Disasters: Preparing, Surviving and Responding to Dynamic Threats"

#### Arlington, VA

September 26-27, 2011

Agenda

#### MONDAY, SEPTEMBER 26, 2011

#### PREVENTING AND RESPONDING TO THE WORST - BIO, CHEMICAL AND NUCLEAR SAFETY

Moderator: Mr. Paul Druckman, Vice President, Homeland Security Programs, Adayana

- Mr. Michael Cheston, President and CEO, Seraph, Inc.
- Mr. Mark Merritt, President of Operations, Witt Associates

#### UNPREDICTABLE WRATH - THE FORCES OF MOTHER NATURE

Moderator: Honorable Nancy Harvey Steorts, Former Chairman, U.S. Consumer Product Safety Commission; President, Nancy Steorts and Associates

- Ms. Laura Furgoine, Deputy Assistant Administrator for Weather Services, NOAA; Deputy Director, National Weather Service
- Mr. Trevor Riggen, Senior Director, Disaster Operations, American Red Cross

#### RESPONDING AND ADAPTING - DOMESTIC THREATS, EXTREMISM AND COUNTER-TERRORISM

Moderator: Mr. Rich Cooper, Principal, Catalyst Partners, LLC; Chairman, NDIA Homeland Security Division

- Mr. Hugh McLeod, Chief Operating Officer, Stirling Assynt
- Mr. Erroll Southers, Managing Director of Counter-Terrorism and Infrastructure Protection, Tal Global Corporation; Deputy Director, University
  of Southern California's Center for Risk and Economic Analysis of Terrorism Events (CREATE)

#### TUESDAY, SEPTEMBER 27, 2011

#### PROTECTING AND PREPARING WHAT MATTERS – STRATEGIES FOR CRITICAL INFRASTRUCTURE RESILIENCE

Moderator: Mr. John Paczkowski, Vice President, ICF International; Former Director of Emergency Management, Port Authority of New York and New Jersey

#### CAPITAL READINESS - PROTECTING THE NATIONAL CAPITAL REGION

Moderator: Honorable Nancy Harvey Steorts, Former Chairman, U.S. Consumer Product Safety Commission; President, Nancy Harvey Steorts and Associates

- Assistant Chief Patrick A. Burke, Metropolitan Police Department of the District of Columbia (MPDC)
- Mr. Bill Lynch, Director, Office of Protection Services, Smithsonian Institution; Former Assistant Chief, United States Park Police
- Chief Ronald L. Mastin, Fire Chief, Fairfax County Fire and Rescue Department

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# HOMELAND SECURITY SYMPOSIUM

"Disasters: Preparing, Surviving and Responding to Dynamic Threats"



**EVENT #1490** ► **ARLINGTON, VA WWW.NDIA.ORG/MEETINGS/1490** 

**SHERATON NATIONAL HOTEL** 

#### LOCATION

#### **Sheraton National Hotel**

900 South Orme Street Arlington, VA 22204 (703) 521-1900

Registration: Assembly Foyer

General Session: Commonwealth North

**Food & Beverage Functions:** Commonwealth South

#### **ATTIRE**

Appropriate dress for the symposium is business coat & tie for civilians and Class A uniform or uniform of the day for military personnel.

#### **ID BADGES**

During symposium registration and check-in, each Attendee will be issued an identification badge. Please be prepared to present a valid picture ID. Badges must be worn at all symposium functions.

#### **PROCEEDINGS**

Proceedings will be available on the web through the Defense Technical Information Center (DTIC) two weeks after the symposium. All registered Attendees will receive an email notification once the proceedings are available.

#### SPEAKER DONATION

In lieu of Speaker Gifts, a donation will be made to the Wounded Warrior Project. For additional information, please visit: www.woundedwarriorproject.org.

#### **SURVEY**

A survey will be e-mailed to you after the event. NDIA would greatly appreciate your time in completing the survey to help make our event even more successful in the future.

#### SYMPOSIUM CONTACT

Ms. Brant Murray Meeting Planner, NDIA (703) 247-2572 bmurray@ndia.org

#### **2011 HOMELAND SECURITY SYMPOSIUM**

"Disasters: Preparing, Surviving and Responding to Dynamic Threats"

The 2011 Homeland Security Symposium will present an overview of the ongoing challenges associated with large-scale disasters (and their various forms) and the risks, strategies and investments necessary to address these everevolving and dynamic threats.

#### NDIA HOMELAND SECURITY DIVISION

#### Mission & Purpose

- To provide legal and ethical forums for the exchange of information, ideas and recommendations between industry and government on homeland security issues
- To promote a vigorous, robust and collaborative government-industry homeland security team
- To advocate for best-in-class, high technology equipment, systems, training and support for America's first responder community

#### **Focus**

The Homeland Security Division incorporates the six critical mission areas identified in the National Strategy for Homeland Security: Intelligence and Warning, Border and Transportation Security, Domestic Counterterrorism, Protecting Critical Infrastructure and Key Assets, Defending Against Catastrophic Threats and Emergency Preparedness.

The Homeland Security Division focuses on the protection and security of the assets, information, facilities and resources of the government, military, and private sector organizations which comprise the technological, military and industrial infrastructure of the United States. The Division also provides input and advice to a wide range of agencies and departments of federal, state, and local governments and to commercial, industrial and academic institutions.

To find out more about the NDIA Homeland Security Division, please visit: <a href="http://www.ndia.org/Divisions/Divisions/HomelandSecurity">http://www.ndia.org/Divisions/Divisions/HomelandSecurity</a>.

## **MONDAY, SEPTEMBER 26, 2011**

7:00am-6:30pm Registration

Assembly Foyer

7:00am-8:00am Continental Breakfast

Commonwealth South

8:00am-8:15am Welcome & Opening Remarks

Commonwealth North

- ▶ Major General Barry D. Bates, USA (Ret), Vice President, Operations, NDIA
- ▶ Mr. Rich Cooper, Principal, Catalyst Partners, LLC; Chairman, NDIA Homeland Security Division

8:15am-9:00am Keynote Address

Commonwealth North

Admiral Thad W. Allen, USCG (Ret), Senior Fellow, Rand Corporation; Former Commandant, USCG; Former National Incident Commander, BP/Gulf Oil Spill

9:00am-10:15am Preventing and Responding to the Worst – Bio, Chemical and Nuclear Safety

Commonwealth North

Today's disasters, both man-made and natural, have grown in size, impact and complexity. The responses required at all levels of government and the private sector have grown equally complex and require new levels of preparation. It has become clear that it requires a coordinated public-private partnership to achieve the necessary results that keep our people, infrastructure and information safe from harm. And it takes planning and preparation if we are to minimize impact to our economy by being resilient. This Session will discuss incidents starting with Pam Am Flight 103 through the present and the response and preparation needed to address past and future threats and disasters.

**Moderator:** Mr. Paul Druckman, Vice President, Homeland Security Programs, Adayana

- ▶ Mr. Paul Polski, Former Director, Strategic Planning, Office of Security Technology, Transportation Security Administration (Retired August 2011)
- ▶ Mr. Michael Cheston, President and CEO, Seraph, Inc.
- ► Mr. Mark Merritt, President of Operations, Witt Associates

10:15am-10:45am Networking Break

Assembly Foyer

10:45am-12:00pm Unpredictable Wrath – The Forces of Mother Nature

Commonwealth North

Recent hurricanes, earthquakes, tornados and floods have overtaken many of our cities and states, which have been devastating to both individuals, their properties and their infrastructure. It is critical that we know what types of disasters may strike areas where we live or travel, so we can be better prepared. Each natural disaster has different conditions, different warning timeframes and necessitate different preparations before

and after such an emergency. The outstanding leaders listed below will give a first hand report of how they have addressed these specific threats, and what may lie ahead.

**Moderator:** Honorable Nancy Harvey Steorts, Former Chairman, U.S. Consumer Product Safety Commission; President, Nancy Steorts and Associates

- ▶ Ms. Laura Furgoine, Deputy Assistant Administrator for Weather Services, NOAA; Deputy Director, National Weather Service
- ► Mr. Chris Summerrow, CBCP, Director, Business Continuity Management, United Parcel Service (UPS)
- Mr. Trevor Riggen, Senior Director, Disaster Operations, American Red Cross

12:00pm-1:00pm

### Networking Lunch

Commonwealth South

1:00pm-2:15pm

## Responding and Adapting – Domestic Threats, Extremism and Counter-Terrorism Commonwealth North

Lone gunmen, hate groups, terrorist organizations and more are responsible for acts of violence that not only harm the people in their crosshairs but also disrupt the operations of the public and private sector entities that are in their way. The trends of these threats are as diverse and dynamic as the tactics and actions that are carried out by their perpetrators. National and international experts will share their experiences and guidance on how these threats can be addressed, as well as strategies to prevent them from ever occurring.

**Moderator:** Mr. Rich Cooper, Principal, Catalyst Partners, LLC; Chairman, NDIA Homeland Security Division

- ▶ Mr. Hugh McLeod, Chief Operating Officer, Stirling Assynt
- Mr. Erroll Southers, Managing Director of Counter-Terrorism and Infrastructure Protection, Tal Global Corporation; Deputy Director, University of Southern California's Center for Risk and Economic Analysis of Terrorism Events (CREATE)

2:15pm-2:45pm

#### Networking Break

Assembly Foyer

2:45pm-4:00pm

#### Securing Our Borders, Cargo and Supply Chain

Commonwealth North

The challenge of securing our borders, cargo and the supply chain is not just a post 9/11 issue; it has been of critical importance for many years as the dynamics of globalization have become more evident. However, since 9/11 this issue has acquired greater importance as we strive to control unwanted access to our borders by either illegal entrants looking for economic security, or heinous agents that would do us personal harm, or by those that would disrupt or destroy commerce and the supply chain to likewise do us harm. Senior federal government experts will address the current status of border, cargo and supply chain security, highlight the successes and new innovations that are helping us in the process and talk to the challenges ahead.

Moderator: Mr. David Olive, Principal, Catalyst Partners, LLC

► Chief Mike Fisher, U.S. Border Patrol, U.S. Customs and Border Protection, U.S. Department of Homeland Security

- Mr. Kevin McAleenan, Deputy Assistant Commissioner, Office of Field Operations, U.S. Customs and Border Protection, U.S. Department of Homeland Security
- ▶ Rear Admiral Paul F. Zukunft, USCG, Assistant Commandant for Marine Safety, Security and Stewardship

#### 4:00pm-5:00pm

#### Protecting the Passenger - Aviation and Mass Transit Security

Commonwealth North

How safe is the flying public and the hundreds of millions of people that travel each year by rail? What approaches have been put in place and what are the trends in technology to protect the traveling public? This Session will review where we have been, the challenges still faced and what needs to be done to be prepared in the future.

Moderator: Mr. Paul Druckman, Vice President, Homeland Security Programs, Adayana

- ▶ Mr. Scott Broyles, President, National Safe Skies Alliance
- ► Chief Terrence Culhane, Former Deputy Chief, NYC Metropolitan Transit Authority Police Department

5:00pm-6:30pm

#### **Evening Networking Reception**

(Hosted Beer and Wine)

Commonwealth South

### **TUESDAY, SEPTEMBER 27, 2011**

7:00am-1:40pm

**Registration**Assembly Foyer

7:00am-8:00am

Continental Breakfast

Commonwealth South

8:00am-8:05am

#### **Introductory Remarks**

Commonwealth North

► Mr. Rich Cooper, Principal, Catalyst Partners, LLC; Chairman, NDIA Homeland Security Division

8:05am-9:00am

#### **Keynote Address**

Commonwealth North

Mr. Matthew R. Bettenhausen, Vice President of Security and Homeland Security Director, AEG Worldwide; Former Director, California Emergency Management (Cal-EMA); Former Homeland Security Advisor to the Governor, State of California

9:00am-10:15am

# Protecting and Preparing What Matters – Strategies for Critical Infrastructure Resilience

Commonwealth North

No community or economy runs without its infrastructure and with ever present threats from nature, accidents and malicious intent; preparing and protecting it is critically important. Regardless of ownership, operation or location, infrastructure

owners and operators in the public and private sector have to be prepared for the worst. Veteran infrastructure leaders will offer their insights and guidance for not just how to attain "resilience," but also the lessons learned that helped them endure some of the most challenging circumstances.

Moderator: Mr. John Paczkowski, Vice President, ICF International; Former Director of Emergency Management, Port Authority of New York and New Jersey

- ▶ Mr. Darrell Darnell, Senior Associate Vice President for Safety and Security, The George Washington University
- ▶ Mr. Mike McAllister, Deputy Secretary, Veterans Affairs and Homeland Security, Commonwealth of Virginia

10:15am-10:45am

#### **Networking Break**

Assembly Foyer

10:45am-12:00pm

#### Capital Readiness - Protecting the National Capital Region

Commonwealth North

As we look back on the 10 years since 9/11, many major improvements have been made to ensure that our Capital has improved its infrastructure to withstand an attack from outside sources. How ready is our national Capital to withstand a major terrorism attack? What needs to be done to ensure the safety of its workers, its residents, or its visitors, if a natural disaster should occur? How ready is the public if such a disaster should occur? What are the challenges that lie ahead? Are we really prepared? How does the United States compare to other nations' Capitals? What lessons can be learned from others?

Moderator: Honorable Nancy Harvey Steorts, Former Chairman, U.S. Consumer Product Safety Commission; President, Nancy Harvey Steorts and Associates

- ▶ Assistant Chief Patrick A. Burke, Metropolitan Police Department of the District of Columbia (MPDC)
- ► Mr. Bill Lynch, Director, Office of Protection Services, Smithsonian Institution; Former Assistant Chief, United States Park Police
- ▶ Chief Ronald L. Mastin, Fire Chief, Fairfax County Fire and Rescue Department

12:00pm-1:30pm

#### **Brown Bag Lunch**

Commonwealth South/North

Boxed lunches will be distributed in Commonwealth South. All Attendees are invited to bring their lunch into General Session for a Brown Bag Lunch Panel on, "Messaging and Communicating in the Worst of Situations."

12:15pm-1:30pm

#### Messaging and Communicating in the Worst of Situations

Commonwealth North

People are not merely bystanders to emergencies; they are firsthand witnesses of what happens. Technology and culture have empowered people in ways like never before. How organizations adapt and respond to crises can have tremendous consequences, not only on their reputations, but also their bottom lines. Reporters, bloggers and communications experts will talk about the tremendous evolution underway in messaging and communicating in crisis situations and offer their guidance as to how

people and organizations can be best prepared for that dynamic moment whenever it occurs.

**Moderator:** Mr. Chris Battle, Partner, Adfero Group; Former Director of Public Affairs, U.S. Immigration and Customs Enforcement (ICE); Former Director of Congressional and Public Affairs, U.S. Drug Enforcement Administration; Former Reporter

- ▶ Mr. Jay Alan, Co-Host, "The Drive Home," America's Radio Network; Former Director of Communications, California Emergency Management Agency (CalEMA)
- ▶ Mr. Jeff Carter, Chief of Public Affairs, U.S. Marshals Service; Press Secretary for the National Incident Commander, Admiral Thad W. Allen, USCG (Ret), during the BP/Gulf Oil Spill; Joint Information Center Director and Press Secretary for Hurricane Katrina Response
- ▶ Battalion Chief Chris Schaff, Virginia Task Force 1

#### 1:30pm-1:40pm

#### Conference Wrap-up & Adjournment

Commonwealth North

▶ Mr. Rich Cooper, Principal, Catalyst Partners, LLC; Chairman, NDIA Homeland Security Division



Admiral Thad W. Allen, USCG (Ret)

Senior Fellow, RAND Corporation; Former Commandant, USCG; Former National Incident Commander, BP/Gulf Oil Spill

Admiral Thad W. Allen, USCG (Ret) became the 23rd Commandant of the U.S. Coast Guard in May 2006 and led a massive effort to update the service's antiquated command and logistics organizations and address future maritime challenges facing the nation. Prior to this command, while serving as the service's Chief of Staff, Admiral Allen was the principal Federal Official overseeing the response to Hurricane Katrina and recovery efforts in the Gulf Coast region.

Admiral Allen held many command posts throughout his Coast Guard career, including command of the Coast Guard's Atlantic forces in its response to the terrorist attacks on September 11, 2001. In the months prior to his retirement from the Coast Guard in June 2010, Admiral Allen served as National Incident Commander for the federal government's response to the Deepwater Horizon oil spill, one of the worst environmental disasters in U.S. history. He continued to serve in this role as a civilian.

Admiral Allen is currently serving as a Senior Fellow at the RAND Corporation. He joined RAND in October 2010.

Admiral Allen received his bachelor's degree from the U.S. Coast Guard Academy, a Master of Public Administration degree from The George Washington University and a master's degree in management from the Massachusetts Institute of Technology, Sloan School of Management. He is the recipient of two Homeland Security Distinguished Service Medals, the Defense Distinguished Service Medal, three Coast Guard Distinguished Service Medals, a Legion of Merit Medal and three Meritorious Service Medals.



#### Mr. Matthew R. Bettenhausen

Vice President of Security and Homeland Security Director, AEG Worldwide; Former Director, California Emergency Management (Cal-EMA); Former Homeland Security Advisor to the Govenor, State of California

Mr. Matthew R. Bettenhausen is the Vice President of Security and Homeland Security Director for AEG Worldwide. AEG is one of the leading sports and entertainment presenters in the world. They own or manage over 120 sports and entertainment venues such as STAPLES Center and the LA Live entertainment district in Los Angeles and the O2 arena and entertainment district in London, England. They own sports franchises in professional basketball, hockey and soccer.

AEG LIVE is the second largest promoter of concerts, live tours and special events in the United States. Mr. Bettenhausen has overall responsibility for security, public safety and preparedness for AEG's domestic and global operations and facilities.

Previously, Mr. Bettenhausen was appointed by Governor Arnold Schwarzenegger to lead California's homeland security and emergency management operations as the Secretary of the California Emergency Management Agency (CalEMA). Mr. Bettenhausen was a member of Governor Schwarzenegger's cabinet for nearly six years and served as the Chairman of the California Emergency Council.

Mr. Bettenhausen has held a number of senior leadership positions with many national and state organizations, such as the National Homeland Security Consortium, National Governors Association's Homeland Security Advisors Council and National Emergency Managers Association. He is a board member of the Western Institute for Food Safety and Security and serves on the external advisory board to Sandia National Laboratory.

Prior to his appointment in California, Mr. Bettenhausen served as the first Director of State and Territorial Coordination with the U.S. Department of Homeland Security (DHS), where he was the Department's representative to the White House Office of Intergovernmental Affairs and a member of both the Department's Emergency Response Group and its Interagency Incident Management Team.

From January 2000 to January 2003, Mr. Bettenhausen served as the Deputy Governor of Illinois and its Homeland Security Director. As Deputy Governor, he was responsible for coordinating the law enforcement and public safety functions and agencies of the State of Illinois. The agencies reporting to him included, among others: the Illinois Emergency Management Agency, Illinois State Police, Department of Corrections, State Fire Marshal's Office, Department of Nuclear Safety and the Department of Military Affairs.

For over twelve years, Mr. Bettenhausen was a federal prosecutor for the U.S. Department of Justice. He investigated and prosecuted all manners of federal offense from drug cases to complex financial fraud matters and long-term undercover investigations. He also worked on a number of terrorism cases and civil rights investigations. For most of his prosecutorial career, Mr. Bettenhausen held supervisory positions with the U.S. Attorney's Office in Chicago, including Chief of Appeals and Associate Chief of the entire Criminal Division. He graduated summa cum laude from the University of Illinois with a B.S. in Accountancy and continued his education at the University's law school where he earned his J.D. degree with honors. He was recently privileged to receive the Patrick Henry Award from the National Guard Association of the United States.

Mr. Bettenhausen's family has a long and extensive history in the fire service and law enforcement. His father has spent more than 50 years in the fire service and recently retired as the Fire Marshal for Tinley Park, Illinois. His brother is an Officer with the Lemont Fire Protection District.

## Preventing and Responding to the Worst of Times and Conditions

#### MR. PAUL DRUCKMAN

Mr. Paul Druckman is currently Vice President of Adayana Homeland Security Programs. Prior to his current position, he was Vice President of Homeland Security Business Development at Accenture and SAIC, Acting Director, Boeing Integrated Logistics Support, and Manager of Homeland Security for Raytheon. He has had a leadership role in some of our nation's major security programs including deployment of security equipment in support of the TSA at all U.S. airports, design of the latest command and control border security vehicles for CBP and the perimeter intrusion detection systems at the four metropolitan New York/New Jersey airports.

#### MR. PAUL POLISKI

In August 2011, Mr. Paul Polski retired from Federal service after 55 Years of Extraordinary Service to his country. He culminates 25 years of service, 20 as a member of the Senior Executive Service. Through Mr. Polski's leadership before and after the events of 9/11 our nation's airports were secured with the finest equipment available and continue to protect our country every day. Mr. Polski's many accomplishments stand as both milestones and inspiration for others in the securing of America. As described by his TSA colleagues, he is, "The Father of the Transportation Security Laboratory." Prior to joining the FAA and TSA, Mr. Polski's 30 years of military service included serving the United States Navy as a Combat Naval Aviator and Mission Critical Program Manager.

#### MR. MICHAEL CHESTON

Mr. Michael "Mike" Cheston is currently President and CEO of Seraph. His prior experience includes being a senior leader in Booz Allen's Civil Aviation Team, managing a multi-million dollar portfolio of aviation related business serving clients in the United States Coast Guard (USCG), Federal Aviation Administration (FAA), National Aeronautics and Space Administration (NASA) and the Transportation Security Administration (TSA). He has served as the CEO and State Aviation Director and Senior Aviation Law Enforcement Officer for the Rhode Island Airport Corporation, which includes Providence T. F. Green Airport. Prior to that he served as General Manager, Operations & Maintenance at Portland International Airport and Business Analyst/Project Manager/Manager Airport Operations/Operations Officer for the Metropolitan Washington Airports Authority.

#### MR. MARK MERRITT

Mr. Mark Merritt is President of Operations for Witt Associates. Mr. Merritt brings first-hand disaster recovery and operational expertise to emergency planning and onsite disaster response and recovery projects. His experience includes extensive work in the federal Public Assistance and Individual Assistance programs involving long term recovery efforts, emergency operations center support and operations, and Incident Command efforts such as Logistics, Supply and Planning. Mr. Merritt served as Witt Associates'

Project Manager for efforts in the State of Louisiana following Hurricane Katrina, in the Cayman Islands after Hurricane Ivan, in Houston after Tropical Storm Allison and in Guam after Typhoon Chata'an. Mr. Merritt was requested by the United Nations to review and critique the Socialist Republic of Vietnam's National Mitigation Strategy. He traveled to the Philippines in February 2003, where he and former FEMA Administrator, James Lee Witt met with Philippine government representatives and corporate executives to provide advice on the creation and implementation of nationwide public-private partnership initiatives in support of disaster mitigation activities.

## Unpredictable Wrath – The Forces of Mother Nature

#### HONORABLE NANCY HARVEY STEORTS

The Honorable Nancy Harvey Steorts has a distinguished career in business and trade, political service, academia, journalism and real estate. President Ronald Reagan appointed her Chairman of the U.S. Consumer Product Safety Commission. Prior to that she was a consultant to the Director of the U.S. Office on Consumer Affairs at the White House and earlier served as Special Assistant for Consumer Affairs to the Secretary of Agriculture under the Nixon and Ford administrations. She was President of the prestigious Dallas Citizens Council, an organization of Chief Executive Officers of the major corporations; was named "one of the Best Public Servants" by the Gallagher Report; and was awarded the George P. Arents Medal for Excellence in Government by her alma mater, Syracuse University – the highest award given to an alumna. in addition to her consulting practice, she is the author of 3 books, "Safe Living in a Dangerous World", "Your Home Safe Home", "Safety and You". and regularly appears as a commentator on radio and television. She serves on the Board of Directors of the Homeland Security Division of NDIA.

#### MS. LAURA FURGIONE

Ms. Laura K. Furgione is the National Oceanic and Atmospheric Administration (NOAA) Deputy Assistant Administrator for Weather Services and Deputy Director of the National Weather Service (NWS). In this role, she is responsible for the day-to-day civilian weather operations for the United States, its territories, adjacent waters and ocean areas.

#### MR. CHRIS SUMMERROW, CBCP

Mr. Chris Summerrow is the Director of Business Continuity Management for UPS at its global headquarters in Atlanta, Georgia. He leads teams in the strategic design, development, deployment and maintenance of business continuity programs worldwide. Previous leadership roles in Plant Engineering, Compliance & Ethics, Internal Audit and Security over his 30 year tenure at UPS have prepared him to manage effective incident response for global events. Mr. Summerrow holds a Bachelor of Science degree in Mechanical Engineering Technology from Old Dominion University and is a Certified Business Continuity Professional (CBCP) through the Disaster Recovery Institute International.

#### MR. TREVOR RIGGEN

Mr. Trevor Riggen is the Senior Director for Disaster Operations of the American Red Cross. In this role, Mr. Riggen is responsible for planning, implementing and maintaining scalable programs, procedures and volunteer opportunities to meet the direct needs of disaster clients for all domestic events. He oversees the principal functions of emergency sheltering and feeding, the distribution of critical supplies, family reunification, disaster casework, physical health, disaster mental health services and spiritual care.

#### Responding and Adapting – Domestic Threats, Extremism and Counter-Terrorism

#### MR. RICH COOPER

Mr. Richard "Rich" Cooper is Vice President of Research & Emerging Issues for the National Chamber Foundation (NCF), the U.S. Chamber's nonprofit, public policy think tank. He leads NCF in examining the issues that will impact the United States and its private sector over the next 2 to 10 years. In addition, he leads a team of fellows, researchers and program managers who present programming, publications and events to better inform and best prepare the Chamber's leaders, members and stakeholders for the future. Mr. Cooper is also a Principal with Catalyst Partners, LLC, a government and public affairs practice in Washington, D.C. focusing on homeland and national security matters. He is Chairman of the Homeland Security Division of the National Defense Industrial Association, a Senior Fellow with The George Washington University's Homeland Security Policy Institute and an adviser to NYU's International Center for Enterprise Preparedness. Mr. Cooper posts regular commentaries on Security Debrief and Defense Media Network.

#### MR. HUGH MCLEOD

In April 2008, Mr. Hugh McLeod's company, Assynt Associates, merged to form the new Stirling Assynt International Group. This continues the work that Mr. McLeod started in 2003, providing briefing and analysis on Terrorism and Country Risk issues to large companies and government entities with interests in the Middle East, Asia and beyond. He is also closely involved in SAIG's Business Intelligence line, bringing sound process to this Due Diligence work, with a readiness to help clients achieve successful solutions in complex scenarios.

#### MR. EROLL SOUTHERS

Mr. Erroll G. Southers is a former FBI Special Agent, President Barack Obama's first nominee for Assistant Secretary of the TSA and Governor Arnold Schwarzenegger's Deputy Director for Critical Infrastructure of the California Office of Homeland Security. He is the Associate Director of the DHS National Homeland Security Center for Risk and Economic Analysis of Terrorism Events (CREATE) at the University of Southern California, where he developed the Executive Program in Counter-Terrorism and serves as an Adjunct Professor of Homeland Security and Public Policy. He is a Senior Fellow of the UCLA School of Public Affairs and Visiting Fellow of the International Institute of Counter-Terrorism in Herzliya, Israel. Mr. Southers is also the Managing Director of the Counter-Terrorism and Infrastructure Protection Division

of the international security consulting firm, TAL Global Corporation. He was the Assistant Chief of Homeland Security and Intelligence at the Los Angeles World Airports Police Department and began his law enforcement career with the Santa Monica Police Department. Mr. Southers is a recipient of the Earl Warren Outstanding Public Service Award and recognized in *Security Magazine's* Top 25 Most Influential Industry Thought Leaders in the United States. Mr. Southers has published numerous articles and appeared as a counter-terrorism analyst on a variety of national and international media networks.

## Securing Our Borders, Cargo and Supply Chain

#### MR. DAVID OLIVE

Mr. David M. Olive has more than 30 years of experience in business, politics, law and public affairs. As former Chief of Staff to U.S. Rep. Asa Hutchinson (R-AR3) and a former staffer for U.S. Senator Jim Allen (D-AL), Mr. Olive understands that very few things get done in Washington without approaching them in a bi-partisan manner. In 2005, The Hill named Mr. Olive one of the top Homeland Security lobbyists in Washington, D.C. He established and currently serves as the moderator of The Washington Homeland Security Roundtable and is a frequent contributor to Security Debrief, a homeland security blog.

#### **CHIEF MIKE FISHER**

Chief Michael J. Fisher is the Chief of the U.S. Border Patrol and a member of the Senior Executive Service. He is responsible for planning, organizing, coordinating and directing enforcement programs designed to secure our Nation's borders and greatly increase the probability that terrorists and terrorist weapons, as well as smugglers of humans, narcotics and other contraband, will be deterred from entering the United States, or detected and apprehended after entry.

#### MR. KEVIN MCALEEAN

Mr. Kevin K. McAleenan was appointed Deputy Assistant Commissioner, Office of Field Operations (OFO), in July 2010. In this capacity, he is responsible for overseeing border security, trade compliance, anti-smuggling and passenger operations as well as overseeing the programs and operations of 20 major field offices and 327 ports of entry with staff of more than 28,000 employees and an operating budget of \$3.3 billion (FY10).

#### REAR ADMIRAL PAUL F. ZUKUNFT, USCG

Rear Admiral Zukunft, USCG assumed his current position as Assistant Commandant for Marine Safety, Security and Stewardship in May 2010. He is responsible for developing and promulgating national marine safety, security and environmental protection doctrine, policy and regulations, as well as ensuring policy alignment throughout the federal government and with international maritime partners. In addition, he leads and oversees the important work of numerous federal advisory committees and international partnerships related to marine safety, security and environmental protection.

#### Protecting the Passenger – Aviation and Mass Transit Security

#### MR. SCOTT BROYLES

Mr. Scott Broyles is President and CEO of the National Safe Skies Alliance (NSSA). NSSA is a 501(c) 3 non-profit organization formed in 1997 to support testing of aviation security technologies and processes. With funding through the FAA and coordination from TSA, Safe Skies conducts independent 3rd party tests and evaluations. NSSA members include airport authorities from around the world, airlines, aviation associations, academic institutions, aviation security consultants and technology manufacturers.

#### CHIEF TERRENCE CULHANE

Chief Terrence Culhane has been directly responsible for ensuring police and security support for the New York City Metropolitan Transit Authority (MTA) in such highly visible and pressured circumstances as the 2004 Republican National Convention at New York's Madison Square Garden. On September 11, 2001, in his role as a Sergeant in the MTA Police Department (MTAPD) Special Operations Division, he coordinated Manhattan evacuation plans for MTA and liaised with NYPD Operations Command and Control Bureau. As Deputy Chief, he has served as the MTA Police Department Liaison to LIRR Office of Security and has overseen the MTAPD Police Radio Project. As Assistant Deputy Chief, he served as Executive officer responsible for all personnel matters for the entire department. Chief Culhane has also served as Assistant Deputy Chief, Eastern Region Command in charge of all law enforcement activities for the Eastern Region - Long Island Rail Road.

#### Protecting and Preparing What Matters – Strategies for Critical Infrastructure Resilience

#### MR. JOHN PACZKOWSKI

Mr. John Paczkowski heads ICF International's emergency management efforts for public and private sector clients. A former career executive at the Port Authority of New York and New Jersey, he was the lead architect of a 5-year, \$500-million, risk-based security capital improvement program.

#### MR. DARRELL DARNELL

Mr. Darrell Darnell is responsible for directing the coordination, development and management of safety and security at The George Washington University. He oversees the University Police Department, the Office of Emergency Management, the Medical Center Safety, Bio-Security and Emergency Management Office, as well as the Office of Environmental Health and Safety, including laboratory safety and residential housing safety.

#### MR. MIKE MCALLISTER

Central to the mission of the Commonwealth of Virginia is ensuring that communities, businesses and government are safe, secure and prepared. Pivotal to the success of this

mission is the ability to protect the Critical Infrastructure (CI) and Key Resources (KR) of the Commonwealth. Mr. Mike McAllister's role is to guide the enhancement of CIKR protection and resiliency to ensure that essential governmental missions, state services and economic functions are maintained in the event of a terrorist attack, natural disaster, or other types of significant incident. The Virginia Critical Infrastructure Protection & Resiliency Strategic Plan is being implemented by Mr. McAllister as directed by the Assistant to the Governor for Commonwealth Preparedness. Accordingly, Mr. McAllister works with federal, state and local officials, as well as private sector partners to provide a seamless, coordinated, security and preparedness strategy and support implementation plans, as mandated by the General Assembly and the Code of Virginia.

# Capital Readiness – Protecting the National Capital Region

#### ASSISTANT CHIEF PATRICK A. BURKE

Assistant Chief Patrick A. Burke has over 22 years of service with the Metropolitan Police Department and currently serves as the Assistant Chief of the MPD's Strategic Services Bureau. During his MPD career, Assistant Chief Burke has served in four of the seven police districts, the Special Operations Division, Operations Command, and the Field and Tactical Support Unit. He also served as MPD's first Chief of the Homeland Security Bureau. He received his undergraduate degree in criminal justice from the State University of New York College at Buffalo, a certificate of public management from the George Washington University, a Master's degree in management from the Johns Hopkins University and a Masters degree in Homeland Security Studies from the Naval Post Graduate School's Center for Homeland Defense and Security. Cheif Burke is also a graduate of the Federal Bureau of Investigation's National Academy in Quantico, VA, the Senior Management Institute for Police (SMIP) in Boston, MA, and has attended counter-terrorism training in Israel. He has received a variety of awards and commendations, including MPD's Achievement, Meritorious Service, Police medal and Lifesaving Medals, the Cafritz Foundation Award for Distinguished District of Columbia Government Employees, the Center for Homeland Defense and Security – Straub Award for Academic Excellence and Leadership, and the National Highway Traffic Safety Administration Award for Public Service. Chief Burke has served as the Metropolitan Police Departments principal coordinator and incident commander for a myriad of major events to include the Papal visit in 2008, the G-20 Summit, the Nuclear Security Summit and the 56th Presidential Inaugural in 2009. Chief Burke sits on numerous boards to include the Office of Police Complaints, the DC Police Foundation, and the Washington Regional Alcohol Program. He is an active coach for youth sports and is a member of numerous community and volunteer organizations within the District of Columbia, where he resides with his wife and four children.

#### MR. BILL LYNCH

Mr. Bill Lynch is the Director of the Smithsonian Institution's Office of Protection Services. The Smithsonian Institution is comprised of 19 museums and galleries, the National Zoological Park and 9 research facilities, and its collections

exceed 137 million objects. Each year, the Smithsonian hosts over 30 million visitors. As Director, Mr. Lynch administers the Smithsonian's security program, which includes physical and technical security, risk management, personnel security, and training and emergency management. He oversees 800 professional, technical, administrative and protection employees. Mr. Lynch also serves as the principal Smithsonian representative on all security-related matters involving the White House, State Department, United States Secret Service, the Federal Bureau of Investigation (FBI), United States Park Police/National Park Service, Washington, D.C., Police and Fire Departments.

#### CHIEF RONALD L. MASTIN

Chief Ronald L. Mastin is a 38-year fire and rescue veteran, serving in the Fairfax County Fire and Rescue Department from 1973 to 2001, as Fire Chief for Henrico County from 2001 to 2007 and as Fire Chief for Fairfax County from June 2007 to the present. Chief Mastin manages a \$160M annual budget, 37 fire stations and directs a staff of almost 1900 representing uniformed, civilian and operational volunteer personnel. He is responsible for the planning, coordination, and direction of the department which includes fire suppression and prevention, emergency medical services, hazardous materials abatement, technical rescue, life safety education, arson investigation services and administrative and support services.

# Messaging and Communication in the Worst of Situations

#### MR. CHRIS BATTLE

Mr. Chris Battle is a Partner at Adfero Group. He serves as the lead communications strategist to many of Adfero's clients and also manages the firm's Homeland Security Strategic Communications Practice. A sample of his clients includes the Department of Homeland Security, American Airlines, Microsoft and the U.S. Chamber of Commerce. Mr. Battle brings extensive expertise as a veteran of the public affairs world, with proven experience in media relations, crisis communications, issue advocacy and political campaigns. He specializes in planning and executing customized communications strategies for clients that integrate traditional public relations and digital media tactics.

#### MR. JAY ALAN

Mr. Jay Alan was appointed Director of Communications for the California Governor's Office of Homeland Security by Governor Schwarzenegger in August 2007. Before that, the Governor appointed him Communications Director at the California Conservation Corps. Currently, Mr. Alan is the Director of Communications for California Emergency Management Agency (Cal-EMA). Before entering public service he spent almost five years as an award-winning radio anchor and host on Newstalk 1530 KFBK-AM in Sacramento, as well as a talk show host for various radio stations around the country. His television experience includes being the main anchor at FOX 40 KTXL-TV in Sacramento, KPHO-TV in Phoenix and WSET-TV in Lynchburg/Roanoke, Virginia. Mr. Alan's television experience also includes anchor, managing editor and political reporting positions in Boise, Spokane, and Wausau, Wisconsin.

#### MR. JEFF CARTER

During his 26 year military career, Mr. Jeff Carter served as a Command Public Affairs Officer at two Coast Guard shore units, as the Chief of Public Affairs for the Coast Guard's Pacific Area in Alameda, California, and as the Coast Guard's Chief of Media Relations. Mr. Carter led Coast Guard communications efforts before and immediately following landfall of Hurricane Katrina - resulting in unprecedented coverage of rescue activities by major print and broadcast outlets - and then deployed to the Gulf Coast to direct the Hurricane Katrina federal joint information center. He was then named Press Secretary for the response effort and managed personal media engagements for Admiral Thad W. Allen, USCG (Ret), the principal federal official. Mr. Carter joined the U.S. Marshals as the Chief of Public Affairs in 2008 and has remained active in the Department of Homeland Security's External Affairs / Emergency Support Function-15 cadre. In 2010, Admiral That W. Allen, USCG (Ret), the National Incident Commander for the BP/Deepwater Horizon oil spill response, requested Mr. Carter be detailed to DHS to serve as his Press Secretary. He successfully executed an aggressive strategic communications and media engagement plan as the Admiral's communications counselor and primary contact for press engagement.

#### **BATTALION CHIEF CHRIS SCHAFF**

Battalion Chief Chris Schaff is in his 24th year with the Fairfax County Fire and Rescue Department. He currently holds the position of Chief of the Fairfax County Urban Search and Rescue Team. Prior to his appointment to his current position, he served as the Uniform Assistant to the Fire Chief. Chief Schaff has served eighteen years in many field assignments, as well as ten years as flight paramedic and base manager with INOVA Medical AirCare. VATF-1 is one of 28 United States FEMA Urban Search and Rescue Teams (US&R). VATF-1 is one of only two domestic teams certified by the United States Agency for International Development (USAID) for international rescue deployment. Chief Schaff deployed as the Public Information Officer for the team during the Japan Tsunami and Earthquake and also serves as a Technical Information Specialist and Plans Team Manager.

#### HOMELAND SECURITY SYMPOSIUM ATTENDEE ROSTER AS OF 9/22/11

Ms. Sharon Abbas ITT Space Systems

Lt Col David Abruzzi, USAF (Ret)

Mr. Jay Alan California Emergency Management Agency

ADM Thad Allen, USCG (Ret)
Rand Corporation

Lt Col Joel Almosara, USAF U.S. Air Force Counterproliferation Center

Mr. R. Barry Ashby BNP

CDR Rob Asselin, USN (Ret) Alion Science and Technology

Mr. Byron Athan MicroTech, LLC

Mrs. Danielle Barner KBR

MG Barry Bates, USA (Ret) NDIA

Mr. Chris Battle Adfero Group

Mr. Jim Bean
National Industries for the Blind

Mr. Matthew Bettenhausen AEG Worldwide

Ms. Carol Bevard U.S. Postal Inspection Service

COL Roy Bierwirth, USA (Ret) Spartan Chassis, Inc.

Mr. Randall Bocock
Pentagon Force Protection Agency

Ms. Rebecca Boll GE Global Research

Mr. Duncan Boothby Barbaricum

Mr. Scott Broyles National Safe Skies Alliance

Mr. Joe Burke Serco, Inc. Chief Patrick Burke MPDC

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Intuitive Research and Technology Corporation

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Applied Science Foundation for Homeland Security

Mr. Mark Dachtler Avon Barrier

Mr. Rami Danan

Mr. Eric Dangle Energy Solutions

Ms. Jackie Dao EADS North America

Mr. Darrell Darnell
George Washington University

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Ms. Alia Dedhar Foreign Affairs and International Trade Canada

Mr. Herb Dempsey ARCADIS

Mr. Chezy Deutsch Israel Defense Forces - Home Front Command

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Mr. Paul Druckman Adyana

Ms. Lorie Dubasky TCDI

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LTG Jim Lovelace, Jr., USA (Ret) L-3 Communications Corporation

Mr. Bill Lynch Smithsonian Institution

Mr. Julian Mallett VT Systems, Inc.

Mr. John Marcario
Navy League of the United States

Mr. Ronald Mastin
Fairfax County Fire and Rescue Department

Mr. Kevin McAleenan Office of Anti-Terrorism

Mr. Mike McAllister Commonwealth of Virginia

Ms. Leigh McCook Georgia Tech Research Institute

Mrs. Stephanie McDonald National Geospatial-Intelligence Agency

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Mr. Hugh McLeod Stirling International Group/Stirling Assynt (Europe), Ltd.

LCDR Ken Melchiorre, USN (Ret) CH2M HILL, Inc.

Mr. Mark Merritt Witt Associates

Mr. Wayne Messner Watermark Risk Management, Inc. (WRMI)

Mr. Jay Metzler SMS Data Products Group, Inc.

Ms. Heather Mori Camber Corporation

Mr. Nick Myers BAE Systems

Mr. Steve Nelson Pacific Scientific

Mr. Michael O'Connell Roneo Consulting

Mr. David Olive Catalyst Partners, LLC

Mr. Herbert Olsen U.S. Postal Inspection Service

Mr. PJ Olson, Jr. Cobham Analytic Solutions

Mr. Leo O'Shea URS Corporation

Mr. Tom Ousley
Progeny Systems Corporation

Mr. Earl Owens

Mr. John Paczkowski ICF International

**Dr. George Papadopoulos** ATK

Ms. Eileen Parise FLIR Systems, Inc.

Mr. Scott Passon AEGIS Technologies Group Mr. Bruce Phillips TASC

Mr. Paul Polski TSA

Mr. Jim Powers
USDOT/RITA Volpe National Transportation Systems Center

Mr. Nick Puorto Mistral, Inc.

Mr. Michael Quan Interactive Tactical Group, Inc.

Mr. Jack Quint, II MRIGlobal

Mr. Tom Richey Dell Perot Systems

Mr. Trevor Riggen American Red Cross

Mr. Jaime Rojas ATK

Ms. Cara Rooney IDS International

Lt Col Mike 'Rosey' Rosanbalm, USAF (Ret)
SCITOR Corporation

Col Kevin Rumsey, USAF (Ret) Fluor Government Group

RADM Paul Ryan, USN (Ret) Whitney, Bradley & Brown

**Dr. Hady Salloum**Stevens Institute of Technology

Mr. Akira Sambai Japan International Transport Institute, USA

Mr. Chris Schaff
FairFax County Urban Search & Rescue

Mr. Bradley Schreiber Applied Science Center for Homeland Security

Mr. Fred Schwien
Boeing Company

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Ms. Terry Shear UKTI

Mr. Mike Simms
Science Applications Int'l Corporation

Dr. Indu Singh
Deloitte Consulting, LLP

RADM Denny Sirois, USCG (Ret) URS Corporation

Mr. Michael Smith SENTEL Corporation

CDR Victor Smith, Sr., USN (Ret) Unified Industries, Inc.

Mr. Erroll Southers University of Southern California

LTC Joe Stallings, USA (Ret) Celestar Corporation

Mr. Tim Starkey Witt Associates

Hon. Nancy Steorts Nancy Steorts & Associates

Mr. David Stirrett Smithsonian Institution

LTC Lance Stratton, USA USTRANSCOM

Mr. Larry Studdiford
Jacobs Engineering Group, Inc.

Mr. Shuji Sue National Institute for Defense Studies

Mr. Chris Summerrow UPS

COL Dave Teeples, USA (Ret) JANUS Research Group, Inc.

Mr. Mark Telich USCG, District 9

Mr. Mike Tennent
Taycom

Mrs. Ruth Tetreault
Defense Logistics Agency

**Dr. Bourama Toni** Virginia State University

Mr. Richard Turville Kalman & Company, Inc.

Mr. J. Valero BAE Systems

Mr. Matthew Vaughan
Science Applications Int'l Corporation

Mr. Thang Vo VT Systems, Inc.

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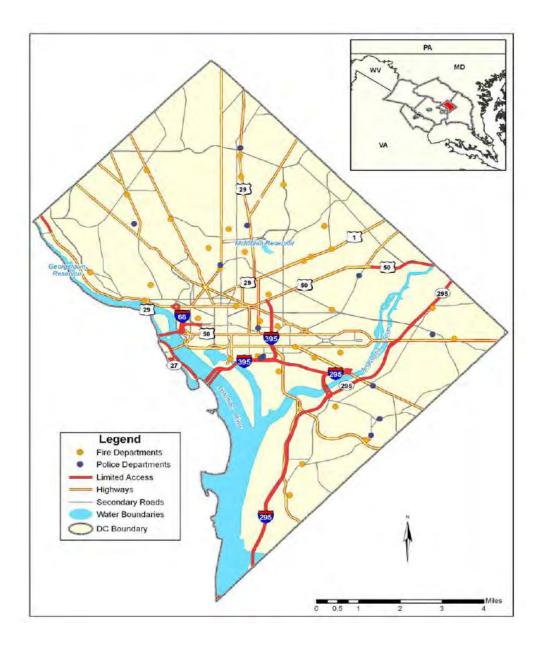


# Preparing for emergencies and response protocols in our Nation's Capital



Patrick A. Burke Asst. Chief of Police









# Emergency Response Plan

In emergency situations that affect public safety, law enforcement will be among the first responding agencies. In the District of Columbia, residents, businesses and visitors depend on the Metropolitan Police Department (MPD) to ensure the protection of life and property. The MPD responds to all threats to public safety occurring within the city, while simultaneously providing basic police services in neighborhoods. It is essential that MPD be prepared to maximize resources and capabilities, to ensure that critical tasks are undertaken efficiently and effectively when a major threat to public safety exists.



# Personal Preparedness – Get informed!

### DC Police Alert/Alert DC?

DC Police Alert enables the Metropolitan Police Department (MPD) to notify you quickly about crimes in your neighborhood that may affect you, your home or your business. Also provides test notification during major emergencies or crises.

 With DC Police Alert, the MPD can send emergency alerts, notifications and updates to your cell phone, pager, BlackBerry, PDA and/or e-mail account. All you have to do is sign up at

https://textalert.ema.dc.gov/register.php.



# **Get Informed**

- Alerts: The first thing you need during an emergency is reliable information.
- Web: Add <u>72hours.dc.gov</u> to your "Favorites" so you can quickly access valuable information during or after an emergency.
- TV: Tune in to Cable Channels 13, 16, or your local news station to receive updates.
   Radio: Radio stations will broadcast official information and instructions from the District government.

# Can't happen to me?



# D.C. shooting A gunman opened fire inside the U.S. Holocaust Memorial Museum, killing a security guard before being shot. Constitution Ave NW National Mall Independence Ave SW

# U.S. Holocaust Memorial Museum Shooting: TTP

Date of Incident 6/10/2009

- June 10, 2009 at approximately 12:53 p.m. (EST), a lone gunman entered the Holocaust Memorial Museum in Washington DC
- The Gunman, identified as James Wenneker Von Brunn, 88, entered museum carrying a .22 caliber Long Rifle
- Von Brunn was dressed in a brown trench coat and "Confederate" style hat
- He entered the Museum's front door and began shooting. One security guard and the shooter were hit by gunfire, the other security guard was hit by flying glass
- Von Bruun has been affiliated with several white supremacist groups, specifically the Holy Western Empire
- Von Bruun has a criminal record, spending 6 ½ years in Federal Prison, convicted for entering the Federal Reserve building armed with several weapons and attempting to take hostages in 1981
- The wounded security guard and shooter were transported to a Washington, DC hospital
- The Security Guard, Officer Stephen Johns, 39, six year veteran of Wackenhut Security Services died from his injuries.



- Have uniform patrol units conduct area canvass checks on any neighboring synagogues, Jewish centers and schools.
- Increases in domestic terrorism have posed threats as serious as those posed by foreign terrorist events.
- "Lone-Wolf" type spontaneous shooting attacks are extremely difficult to predict and defend against. This event highlights the importance of suspicious activity reporting in order to discover a potential plot prior to it being carried out.
- Identifiable reportable suspicious activity which might have prevented this plot; reports of threatening statements, attempts to acquire weapons, pre-attack surveillance, elicitation, etc.

### Proactive Measures for Washington, DC.

Mapped all Synagogues, Jewish Centers, and Schools for District Commanders to distribute to uniform patrol units to conduct area canvass checks, for suspicious activity during their tour of duty.

- Bulletins were sent out to local neighboring law enforcement agencies for any similarities of suspicious activity at places of worship, specifically Jewish institutions.
- All suspicious activities should be reported through the AMS System SAR Module on the Metropolitan Police Department's home page.



# Metro-Train Crash – June 22, 2009

Original Call for assistance was from Office of Unified Communications
Incident location was an above-ground track
Concerns were for passenger safety, first responders, and their safety
while working in proximity to electrical rails
Incident involved mass casualties where all First Responders worked
side by side--Joint Operation
Fire Department was lead and MPD assisted with securing the scene





9 Killed, 76 Injured, in Deadliest Disaster in Metro History Quick response and communication by law enforcement and first responders led to conclusion that the event was not a terrorist event or criminal act

Working under NIMS/ICS was critical for coordination!!

Law Enforcement

Fire Services

**Emergency Medical Services** 

**Emergency Management** 

**Health Care** 

**Hazardous Materials** 

**Public Safety Communications** 

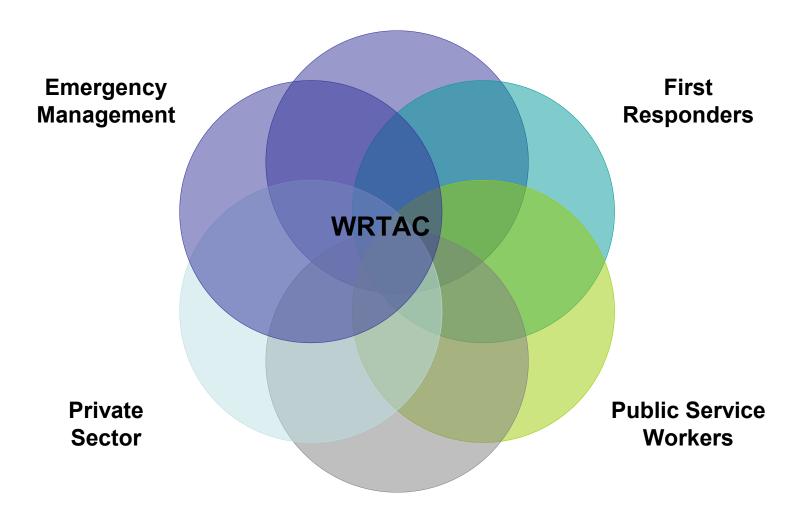
Public Health

Public Works

**Government Administrative** 

Delineates Responsibilities
Eliminates Omission
Avoids Duplication

# Law Enforcement



Health



# Active shooter/MPD response

- Active Shooter/Combatant incidents are spontaneous.
- > Suspects behavior unpredictable.
- Pre-incident signs existed in most incidents. (School/Workplace)
- > Incidents occur in a target rich environment.
- First responders outgunned and/or didn't have the training to respond to an active shooter situation.
- A tactical intervention was too late.
- Multi-jurisdictional response issues were present.
- ➤ There is no known profile of an Active Shooter/Combatant



# Lockdown Considerations

- ✓ Lock Doors/Stay away from Windows
- √ Safe Area
- ✓ Account for Students/Employees



- ✓ Do Not Open Door Until Police Arrive/Barricade entry to room if possible
- ✓ Communicate
- ✓ Decisions (for any situation); Flee or shelter in place



# Interagency Response

- MPD, DCFEMS, HSEMA Federal, local partners.
- EOC/JOCC Activations
- Regional partners NCR/COG
- Mutual aid....



#### COG Police Chiefs Committee

- Bureau Of Alcohol, Tobacco, Firearms & Explosives
- City Of Alexandria Police Department
- Arlington County Police Department
- CIA-Security Protective Service
- Drug Enforcement Agency
- City Of Fairfax Police Department
- Fairfax County Police Department
- Falls Church City Police Department
- Fauquier County Police Department
- Federal Bureau Of Investigation
- Federal Protective Service
- Frederick County Sheriff Office
- Frederick Police Department
- Gaithersburg Police Department
- Greenbelt Police Department
- Loudoun County Sheriff's Office
- City of Manassas Police Department
- Manassas Park Police Department

- Maryland State Police Department
- Metro Transit Police
- Metropolitan Police Department Wash DC
- Metropolitan Washington Airport Authority Washington Airport Authority Police
- Military District Of Washington Provost Marshal
- Montgomery County Police Department
- National Institutes Of Health Police
- Pentagon Force Protection Agency
- Prince George's County Police Department
- Prince William County Police Department
- Rockville City Police Department
- Takoma Park Police Department
- US Capitol Police
- US Library of Congress Police Department
- US Marshal Service
- US Park Police
- US Secret Service Uniformed Division
- US Secret Service
- Virginia State Police



# Questions or Comments?



Col. Mike Cheston, USMCR (Ret)
Principal/Owner



# High-Altitude Electromagnetic Pulse (H-EMP)

- Scenario envisions a nominal nuclear device detonating between 40 and 130 miles above the earth, hence H-EMP.
- The effects on the US critical infrastructure discussed here can also be expected from a Geomagnetic storm caused by a significant Solar Storm event
  - Astrophysicists point to evidence that a very high level of severe solar activity will start in late 2011 and peaking about May 2013<sup>1</sup>

"....a tendency in our planning is to confuse the unfamiliar with the improbable. The contingency we have not considered looks strange; what looks strange is therefore improbable; what seems improbable need not be considered."

Thomas C. Schelling
Pearl Harbor: Warning & Decision
Stanford University Press, 1962

Solar Storm



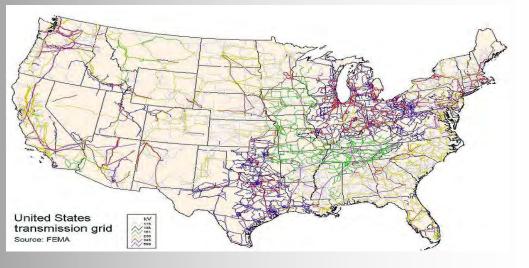
Note <sup>1</sup>: High-Energy Astrophysics Division attached to the Harvard-Smithsonian Center for Astrophysics.



# The Wave Plays Against Our Most Critical and Connected Infrastructure

- Gamma rays from a highaltitude nuclear detonation interact with the atmosphere to produce a radio-frequency wave of unique, spatially varying intensity that covers everything within line-ofsight...three distinct frequency waves which infiltrate from the free field or from antennae (cable connections) to compromised electromagnetic integrity.
- No direct effect on humans





#### The Shock to System

#### • First EMP Component (E1); Electromagnetic Shock:

- A free field energy pulse with a <u>rise-time</u> measured in the range of a few <u>nanoseconds</u>.
- E1 <u>upsets protection/control systems</u>, <u>damages control and protective system</u>
   <u>components</u> and causes critical infrastructure plants to initiate emergency
   shutdown and controls that manage orderly shutdown are also damaged.

#### Second EMP Component (E2); "Lightening Strike"

- Covers roughly same geographic area as the E1, but far more geographically widespread in its character and lower amplitude.
- Follows a small fraction of a second after E1 <u>take advantage of the damage</u>
   <u>already done by E1</u>, and allow it to pass into/through and damage systems.
- By the time E2 hits, many circuit and system safeguards will be ineffective

#### Third EMP Component (E3); Killer Punch

- Subsequent, <u>slower-rising</u>, <u>longer duration pulse</u>. -Creates currents in <u>long</u>
   <u>electricity transmission line</u>s, resulting in catastrophic damage to electrical supply and distribution systems.
- Creates a <u>cascading effect within US critical infrastructure</u> increasing damage as a result of earlier effects...all measured in billionths of a second.

#### **Commission Findings**

- "Many of the control systems that we considered achieved operational connectivity through <u>Ethernet cabling</u>.
   EMP coupling of electrical transients to the cables proved to be an important vulnerability during threat illumination."
- "The Commission has concluded that even a relatively modest-to-small yield weapon of particular characteristics, using design and fabrication information already disseminated through licit and illicit means, can produce a potentially devastating E1 field strength over very large geographical regions."

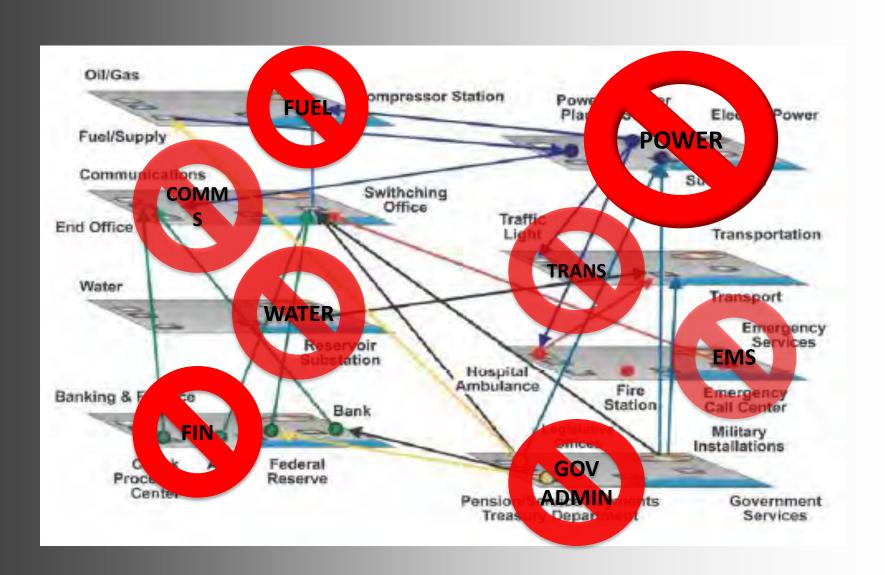




Figure 2-3. GIC Damage to Transformer During 1989 Geomagnetic Storm



# US Critical Infrastructure Interdependence The So What



#### **How HEMP Attacks Electrical Systems**

- Supervisory Control & Data Acquisition (SCADA) Systems – remotely monitor operating state of physical systems, working along interconnected digital control systems (DCS) and programmable logic circuits (PLC) <u>subject to flash-over</u>.
- Tests at North American
   Electric Reliability Corporation
   (NERC) proved that all systems
   exposed to EMP shock failed
   from the EMP <u>coupling of</u>
   <u>electrical transients</u> along
   cables.

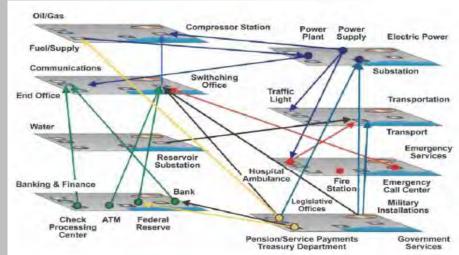


~2,000 VHV Transformers in US "Delivery of these systems under benign conditions is usually 2 years..." Ibid



#### Potential Results...

- Catastrophic loss of power grid
- Limited communications
- Degrading or <u>loss of orbital</u> <u>communications/navigation</u>
- Transportation, utility, basic services cease
- Food production ceases; large scale starvation and death
- Breakdown in civil systems
- Long, long recovery cycle
- Police departments will be overwhelmed
- Estimated costs over <u>DC</u> alone = \$770 Billion (James Zumwalt, Washington Times, October 2007)

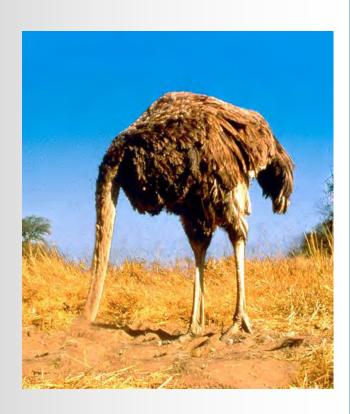






#### What US Strategy Looks Like

- National Mitigation
  - Some strategic US Defense assets have been hardened
  - Non-proliferation has been the main focus for Commission recommendations
  - Identifying critical infrastructure, especially within DoD to shape redundant, back-up technology packages has been discussed
  - The EMP Commission pointed to a more robust missile defense strategy





#### Mitigation Scheme

- Protection from the force of the EMP wave while using a device connected to the power grid is not easy
  - Reduce exposure to long-line transmission.
  - <u>Build back-up</u>, protected power source for critical systems.
- <u>Duplicate/redundant stand-by sys</u>tems can be protected by storing in insulated, metal containers (Faraday Cage).
- Some systems with little exposure to the power grid may survive (later generation automobiles, for instance).



#### **Recovery Considerations**

- Wargaming highly recommended to study your agency's particular exposure and requirements
  - Continuity of Operations Plan (COOP)
  - Business Continuity Plan (BCP)
  - Disaster Recovery Plan (DRP)
- Individual Family Disaster Plan





#### Probability

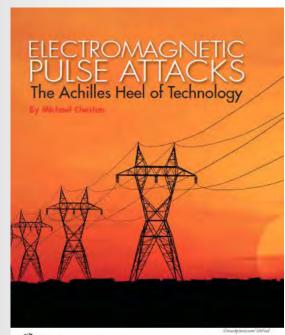
- The argument of probability of a HEMP is debatable.
  - Iran continues to develop a nuclear and missile capability/threat and has acknowledged EMP as a weapon.
  - North Korea, China, and others are capable, but will they exercise this capability?
- However, there is a <u>100% probability of a solar storm</u> with enough magnitude to significantly damage strategic US critical infrastructure

"It is not a matter of it, it is a matter of when." General Eugene Habiger, USAF (Ret)
Former Commander-in-Chief, USSTRATCOM, May 2002

**"A solar storm's power to threaten modern infrastructure is real and it's on its way"** Dr. Yousaf Butt, a physicist working at the High-Energy Astrophysics Division attached to the Harvard-Smithsonian Center for Astrophysics.

#### More Information

- Report of the Commission to Assess the Threat to the United States from Electromagnetic Pulse (EMP) Attack, April 2008, <a href="http://empcommission.org/">http://empcommission.org/</a>
- Institute for Science and International Security, http://www.isis-online.org/
- EMPact America,
   <a href="http://www.empactamerica.org/about emp2.php">http://www.empactamerica.org/about emp2.php</a>
- Rick Adrian, EMP Resilience, 614-302-2393<a href="http://www.emp-resilience.com/">http://www.emp-resilience.com/</a>
- One Second After, William
   Forstchen, <a href="http://www.onesecondafter.com/index.html">http://www.onesecondafter.com/index.html</a>



Counter Perrorist 52 The Guester Bronze - October/November 20

The Commission was supported by the contracted research activities of the following organizations:

National Nuclear Security Administration's laboratories (Lawrence Livermore National Laboratory,

University of Virginia Center for Risk Management of Engineering Systems.

Los Alamos National Laboratory,

Telcordia Technologies,

Sandia National Laboratory),

Argonne National Laboratory,

Idaho National Laboratory,

Naval Surface Warfare Center-Dahlgren,

Institute for Defense Analyses,

Mission Research Corporation,

Jaycor/Titan,

Metatech Corporation,

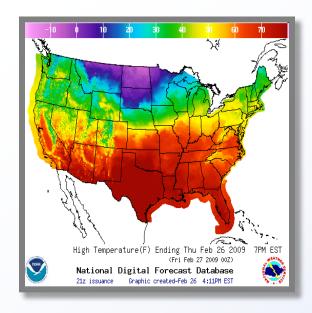
SAIC



#### Questions...

- Have a plan...
- BTW
  - Shelter in place may not be such a good idea...
- Semper Paratus...









#### **National Weather Service**

#### **Building a Weather-Ready Nation**

#### Laura Furgione

Deputy Assistant Administrator for Weather Services and Deputy Director,



U.S. National Weather Service
National Defense Industrial Association
September 26, 2011
Arlington, VA

#### 2011: A Year of Extremes

~600 Fatalities

#### \$50 Billion in Economic Losses



546 Fatalities from 1,784 Tornadoes



**Historic U.S. Floods** 



**Pacific Tsunami** 

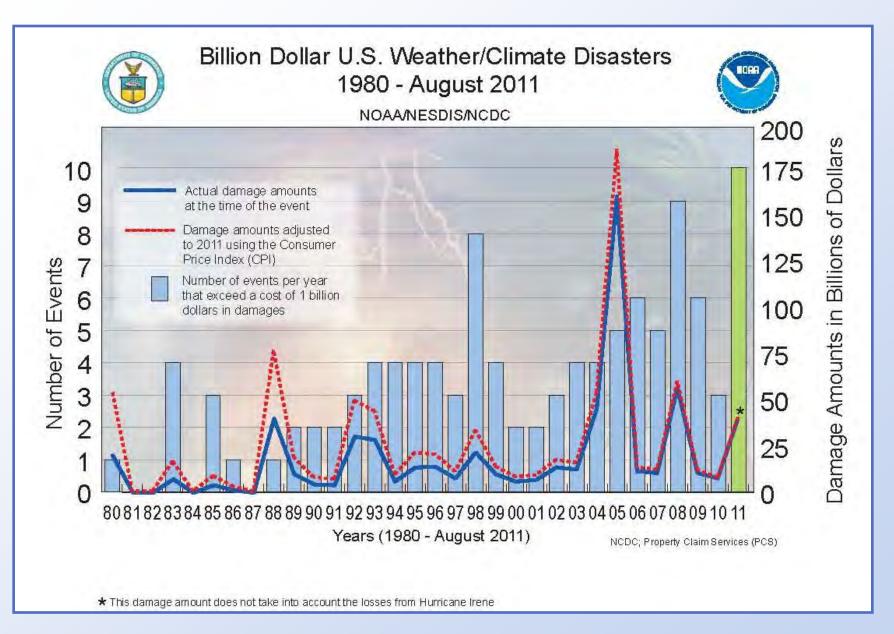


**6 Million Acres Burned** 



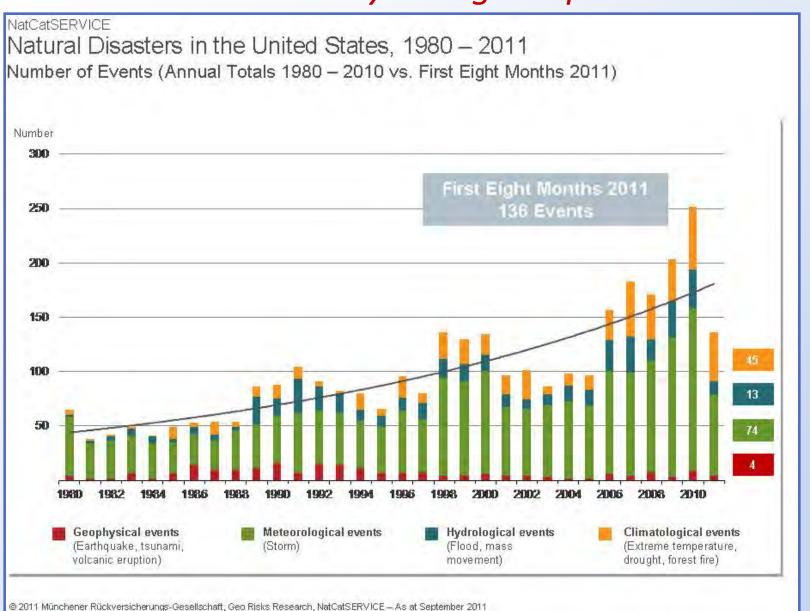
**Devastating Blizzards** 

#### **2011: A Year of Extremes**



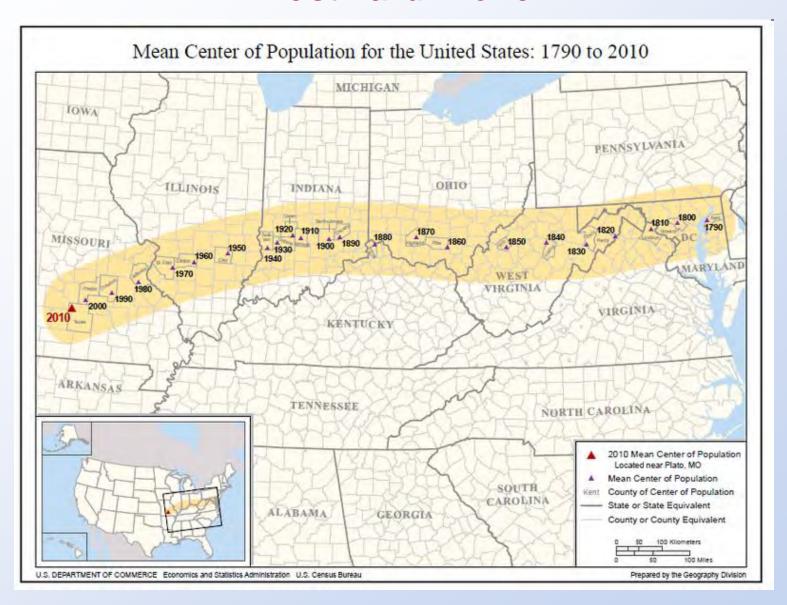
### **A Changing World**

#### Increased Vulnerability to High-Impact Weather



#### **Vulnerability: Population Distribution**

#### Westward Move



#### **A Changing World**

Weather Impacts on Sectors:

#### **Air Travel Flight Delays**

\$40 Billion Yearly Cost to U.S.

Weather Responsible for

2/3 Delays



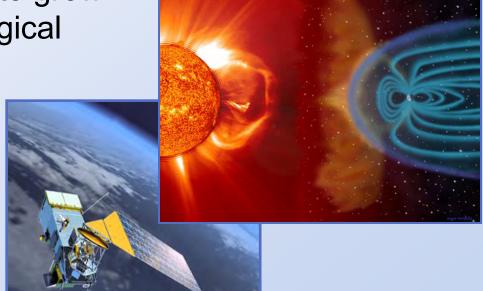
### **A Changing World**

#### Weather Impacts on Sectors: Technological Dependence

 Threat: Space Weather impacts critical infrastructure and national security (power grids, communications, air travel, satellites)

Expect vulnerabilities to grow with growing technological advances

 Next solar maximum expected in 2013



#### Improved forecasts

- Have improved hurricane tracking and lead times for tornadoes, flash floods
- Have improved seasonal predictions El Niño and La Niña Patterns
  - Midwest spring flood outlooks
  - Texas drought

#### Improving our Capabilities

- Computer modeling
- Scientific research
- Environmental observations, including weather satellites
- Our people –providing forecasts, warnings, and decision assistance

#### Managing Water

- Threat: Too much, Too little, Poor Quality
- Goals:
  - Improve Nation's ability to manage water resources
  - Reduce economic losses due to floods and droughts
  - Increase economic benefits from water forecasts and information

#### What we're doing

- Core Partnerships
- Spring flood outlooks enabled communities to prepare
- FEMA and Red Cross pre-positioned relief assets





**NWS Contributions** 



#### National Dialogue

- We can accomplish more through partnerships
- Weather-Ready Nation Requires Involvement of Entire Society



# Building a Weather Ready Nation What You Can Do

- Establish strong weather-information presence in your organization
- Join National Dialogue and educate employees about weather
- Help us to save lives and protect livelihoods

# PREPARING FOR LARGE EVENTS



# Planning ...



# ...and Partnerships are critical



## Permit Applications / Meetings

- NSSE USSS Lead Agency
  - Inaugurals/State of the Union/State Funerals/G-20 Summit
- Special Events
- First Amendment Activities
- Affected Agencies Contacted and Involved in the Planning

## Comprehensive Meeting

- Attendance
- Duration
- Stage Positioning
- March
- Lighting
- Sound System
- Fencing

## Comprehensive Meeting

- Transportation/Parking
- Portable Toilets
- First Aid
- Lost Persons/Family Reunification
- Water
- Civil Disobedience
  - Coordinated vs. Impromptu



## Overcrowding Mitigation Plan

- Staff Movable Fencing to limit crowd size but allow for safe egress
- FEMA guideline of 1 person per 5 square feet
- Access points/Screening sites/Metal detector sites

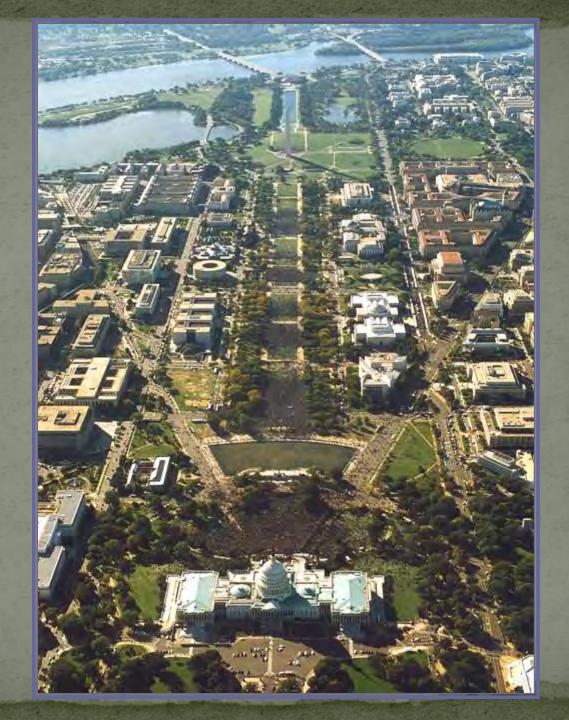






**Beach Boys Concert** 





Million Man March

# Stage / Fencing

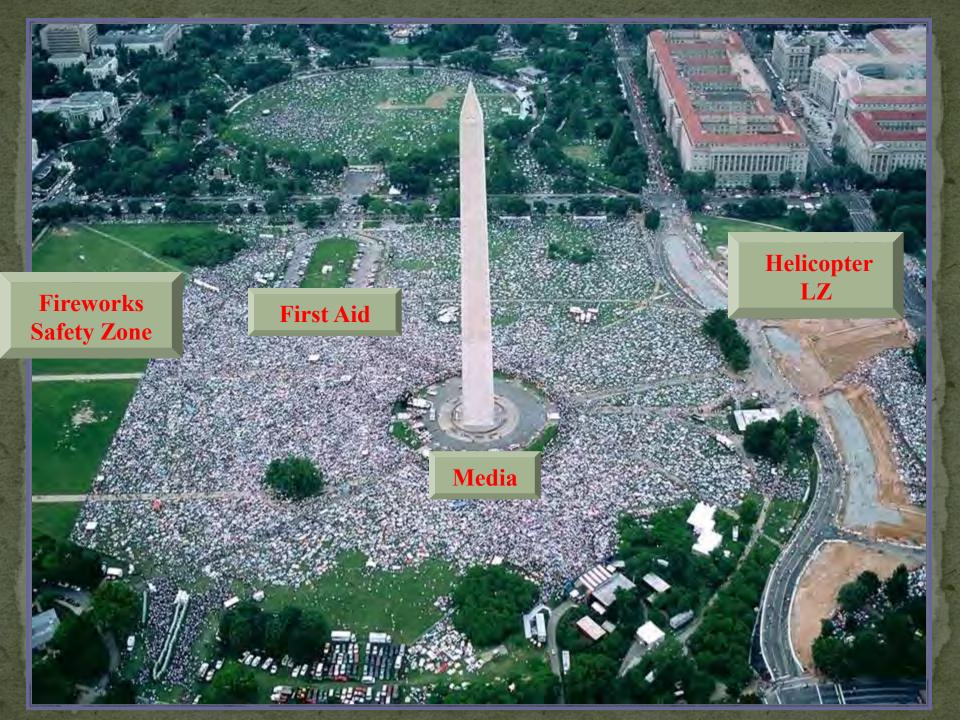
- Placement
- Size
- March
- Two Stages
- Sound System

- Jumbo-Tron Screens
- Security
- Fencing
  - Snow Fence
  - Chain Link
  - Screening









## **Portable Toilets**

- Ratios
  - 1~2 Hour Event = 1 per 500
  - 3 Hours Plus = 1 per 300
  - Handicap = 10 ~ 20 %
- Placement





# Unintended Barriers



## First Aid

- Size / Scope of Activity
- Placement / Identification
- Tents
- Ambulance

- Medevac Site
- Hospitals
- Grid Maps
- Variables Heat / Alcohol







# Lost Persons/Family Reunification

- Centralized
- Placement / Identification
- Announcements / Information
  - Event stage
  - Jumbo Trons

## Water

Promote participants to bring water

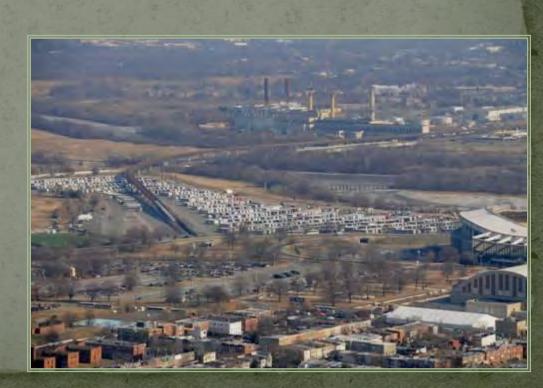


• Vending ...



# **Transportation**

- Involve All Affected Agencies
- Predetermined Parking
  - Buses
  - Media
  - Cars
- Mass Transit





## Intelligence

- Agency Intelligence Unit and/or local FBI
  - Prior dealings with group
  - History of problems
  - Ability to draw large crowds
  - Specific agencies, areas, or buildings that could be trouble spots





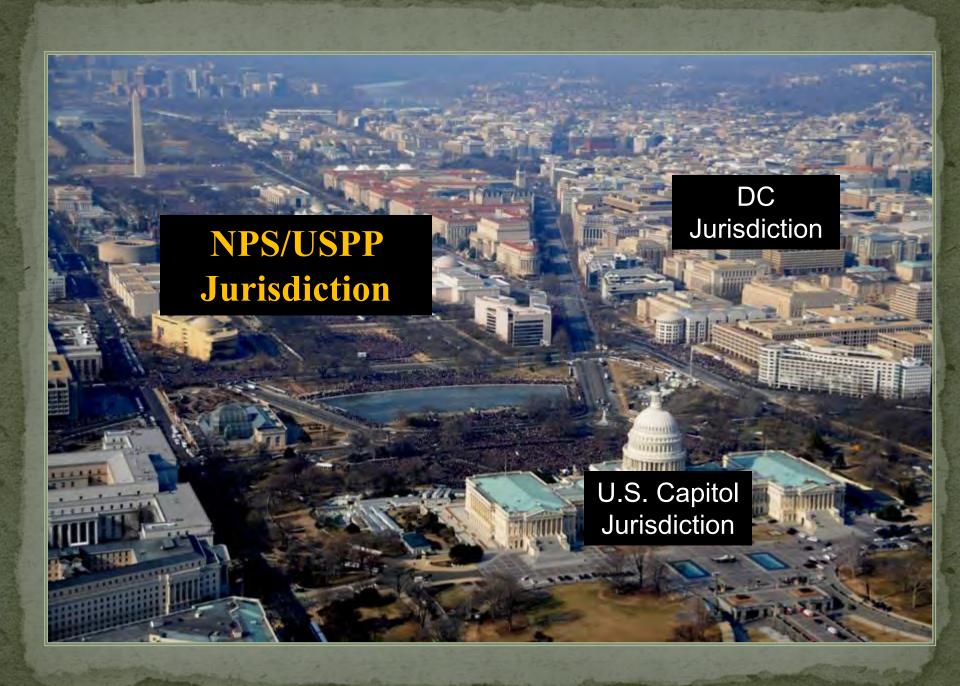
# Controversial Groups Require Close Coordination and Contingency Plans





# Mutual Aid



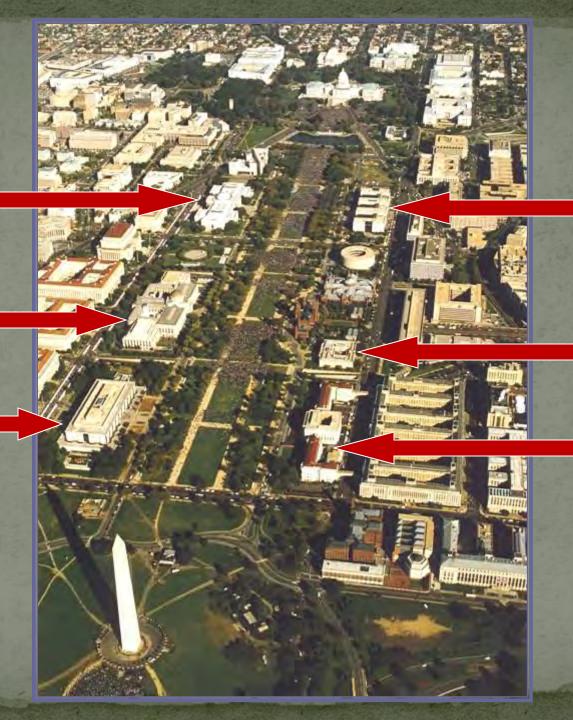


#### Disasters

- Man Made
- Natural
- Safe Haven
- Safe Exit Plans
- Mass Notification Systems
- Message Boards/Jumbo-trons
- Text Messaging/Media Announcements



#### Safe Haven Locations





### Officer Considerations

- Union Contracts
  - Extended Hours
- Lunch Breaks or Food Provision
- Liquids Available
- Appropriate Weather and Riot Gear

#### Recent Events

- 56<sup>th</sup> Presidential Inauguration 2009
  - Opening and Swearing In Ceremonies
- Independence Day Celebration 2010
- Restoring Honor Rally 2010





#### **Independence Day Celebration – July 4, 2010**







## National Defense Industrial Association September 26 - 27, 2011

**2011 Homeland Security Symposium** 

Disasters: Preparing, Surviving, & Responding to Dynamic Threats



#### 9/11—A Defining Moment

- 9/11 a defining moment
- All jurisdictions within the Council of Governments rendered mutual aid





#### Natural Disaster's

#### **September 8, 2011 from 1500 hrs to 2400 hrs**



- 3,168 Total calls received Emergency & Non-Emergency (181% increase \*)
- 1,191 Police dispatches (3 % increase \*\*)
- 336 Fire-Rescue dispatches (257 % increase \*\*)
- 104 EMS Dispatches (32% increase \*\*)
- 1,669 Overall CAD Events (30 % increase \*\*)
- \*= % of increase over that experienced in the same period in the previous week.
- \*\*=% of increase over that experienced in the same period for the previous 3 weeks.





## **Urban Areas Security Initiative (UASI)**

- Ambulance Bus
- Mass-Casualty Unit
- Mass Decontamination Trailer
- NCR Communications Interoperability Group (CIG) Radio Cache
- Chemical Protective clothing for HAZMAT units





- Detection monitoring equipment
- Community Emergency Response Team (CERT)
- Medical Reserve Corps (MRC)
- Total USAI COG region funding \$47.5 M to date







## Northern Virginia Hospital Alliance (NVHA)

- Developed in 2002
- Mission
- Committees





## Northern Virginia Emergency Response System (NVERS)

- Developed in 2005
- Mission
- Committees



#### Interoperability









#### **Urban Search & Rescue Team**

Two Federal Government agencies sponsor the team.
United States Agency for International Development (USAID)/
Office of Foreign Disaster Assistance (OFDA) and
Department of Homeland Security (DHS)/
Federal Emergency Management Agency (FEMA)



- -Fairfax County (USA-1)
- -Los Angeles County (USA-2)
- 28 Teams
  - -Fairfax County (VA-TF1)
  - -Montgomery County (MD-TF1)
  - -Virginia Beach (VA-TF2)







#### Deployments

Armenia
Philippines
Oklahoma
North Carolina

Nairobi, Kenya

Izmit, Turkey

Touliu, Taiwan

**Duce, Turkey** 

Virginia (Pentagon)

Bam, Iran

Mississippi/Louisiana

Virginia

Texas

Florida

Georgia

Louisiana

Pétionville, Haiti

Port-au-Prince, Haiti

**Ufunato**, Japan

Earthquake

**Earthquake** 

**Terrorist Attack** 

**Hurricane Fran** 

**Terrorist Attack** 

**Earthquake** 

Earthquake

Earthquake

**Terrorist Attack** 

Earthquake

**Hurricane Katrina** 

**Hurricane Ophelia** 

**Hurricane Rita** 

**Hurricane Ernesto** 

**Hurricane Gustav** 

**Hurricane Ike** 

**Structure Collapse** 

Earthquake

Earthquake/Tsunami







## How Ready Is the Public Should a Disaster Occur?

- General Public Preparedness
- September National Preparedness month, established in 2004
- 2009 Citizen Corps National Survey revealed only 57 % of Americans having emergency supplies for disasters; only 44 % had household emergency plans
- Public apathetic until it hits them or family members personally



#### **Lessons Learned?**

- Strengthen information sharing and collaboration
- Strengthen interoperability training
- Strengthen communications
- Upgrade unit and personal equipment
- Strengthen staffing



#### **Challenges Ahead?**

- Resources
- Strained budgets
- Communications
- Public Safety Radio Band
- Industry
- "New Age" of Terrorism
  - Improvised Explosive Devices (IEDs)
  - Improvised Chemical Reaction Devices (ICRDs)
    - Hydrogen Sulfide



#### The Next Decade?



- Situational Awareness
- Joint Coordination and Collaboration
- Pushed to the lowest level, residents, first responders

Ten years later we're better prepared and equipped, but overall readiness must be paramount for everyone.



# THE THREAT TO OUR CITIES AND OUR ASSETS FROM AL-QAEDA AND ITS AFFILIATES IN LATE 2011

**NDIA September 2011** 



#### Al-Qaeda's Global Jihad

- Franchises remain unchanged
- Death of bin Laden effect?
- Arab Revolutions effect?
- Strategy on track



## Al-Qaeda is a religious organisation with a global strategy. Everything comes from the holy books.

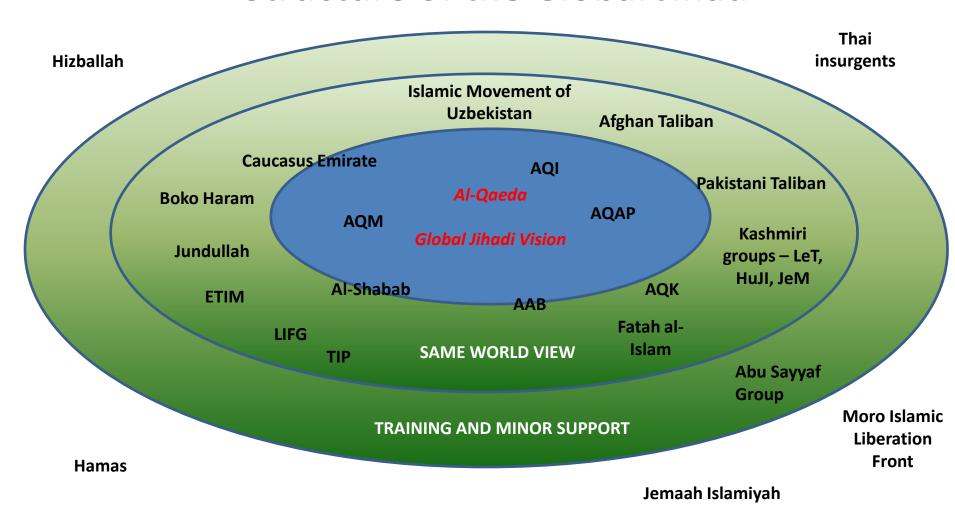


#### A four-phase strategy over 28 years, outlined in 1999:

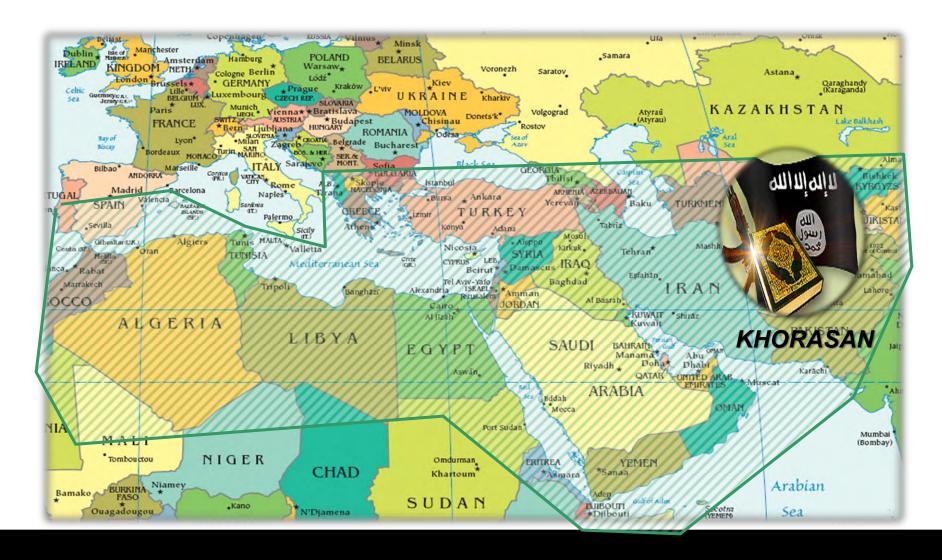
| Awakening<br>(al-Sahwa)                 | Mobilisation (al-Nafeer)                                | Liberation<br>(al-Tahreer)     | Caliphate<br>(al-Khilafa)       |
|---|---|--------------------------------|---------------------------------|
| 2001 – 2008                             | 2008 – 2015   | 2015 – 2022                    | 2022 – 2029                     |
| Creation of awareness of need for Jihad | Raising of forces of liberation against corrupt regimes | Dissolution of corrupt regimes | Unification of liberated states |



#### Structure of the Global Jihad



### $\frac{\text{STIRLING}}{\text{ASSYNT}}$



THE ISLAMIC CALIPHATE - SHADING SHOWS APPROXIMATE EXTENT

## $\frac{STIRLING}{ASSYNT}$



## $\frac{STIRLING}{ASSYNT}$





#### **Abdullah Azzam Brigades**





#### **AQ Central/Other**





#### **Effect of Revolutions on Strategy**

- Don't harm the revolutions
- ...but exploit Egypt, Is-Pal
- Intervene in vulnerable states
- Change the narrative
- ...which makes leadership vulnerable
- More autonomy for AQAP, AAB
- Other business as usual

## $\frac{STIRLING}{ASSYNT}$





#### **Prospects for 2011**

- Another major plot still likely in 2011 (US, Scandinavia, France, UK etc)
- Insurgencies, Pakistan/US
- Focus on aviation
- Economic damage will be a key objective
- Oil: Hormuz, Bab el Mandeb, Saudi pipelines
- ME rulers
- Support to lone wolves



#### TERRORISM • COUNTRY RISK • BUSINESS INTELLIGENCE

The Cobalt Building, 19-20 Noel Street, London W1F 8GW T. +44 (0)20 7856 9450

Suite 3709, Tower II, Lippo Centre, 89 Queensway, Hong Kong T. +852 3665 7249

info@stirlingassynt.com www.stirlingassynt.com

**Stirling Assynt International Group Ltd** 



## **Emergency Management Response and Recovery**

Mark Merritt, President September 2011

#### **Evolution of Response and Recovery**



#### **Emergency Management Pendulum**

Hurricane Andrew August 24, 1992

9/11 Terrorist Attacks September 11, 2001 Hurricane Katrina August 18, 2005

Cold War Threats to All Hazards



**Terrorism** 



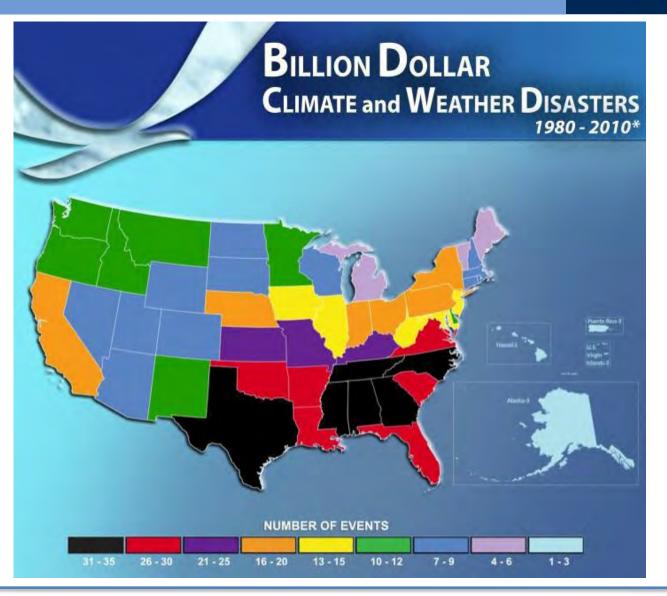
All Hazards



Moving Forward: Integrated Response and Recovery Efforts are Imperative

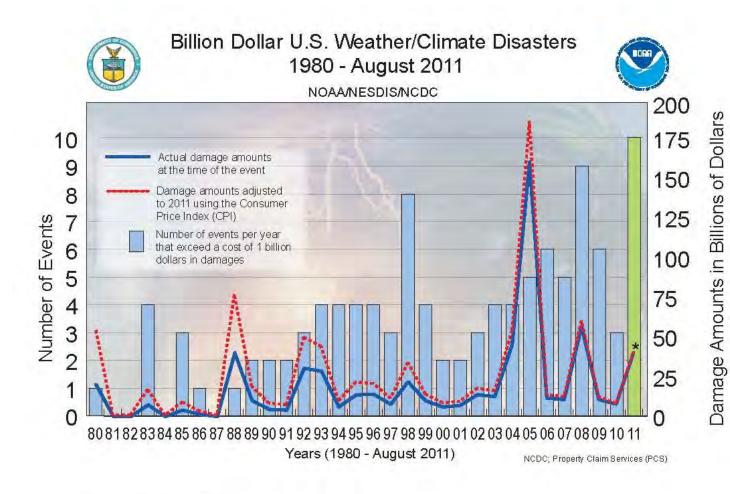
## Climate and Weather Disasters Are Not Just Coastal Problems





#### **Disaster Trends**





<sup>\*</sup> This damage amount does not take into account the losses from Hurricane Irene

#### Hurricane Katrina Challenges and Lessons Learned



#### **Hurricane Katrina Critical Challenges**

- 1. National Preparedness
- 2. Integrated Use of Military Capabilities
- 3. Communications
- 4. Logistics and Evaluations
- 5. Search and Rescue
- 6. Public Safety and Security
- 7. Public Health and Medical Center
- 8. Human Services
- 9. Mass Care and Housing
- 10. Public Communications
- 11. Critical Infrastructure and Impact Assessment
- 12. Environmental Hazards and Debris Removal
- 13. Foreign Assistance
- 14. Non-Governmental Aid
- 15. Training, Exercises, and Lessons Learned
- 16. Homeland Security Professional Development and Education
- 17. Citizen and Community Preparedness



#### **PKEMRA**



Post Katrina Emergency Reform Act (PKEMRA) October 4, 2006

#### **Response and Recovery Today**



- More Proactive
- More Effective at Managing Expectations
- Return to "All Hazards Approach"
- Engaging All Players as Partners
  - State and Local Government
  - Private Sector
  - Civic Organizations
  - PNP's and other Faith Based Groups
  - Media and Social Networks



## The Path Forward: Presidential Policy Directive National Preparedness / PPD-8 March 2011



"This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters"

Presidential Directives

**Agency Plans** 

State and Local Response and Recovery Efforts

#### The Path Forward: National Response Framework January 2008



Reflects lessons learned and defines the core principles for managing incidents

Broadens the focus from a purely Federal plan to one that is truly national

The National Response Framework Defines:

Articulates the five key principles of response doctrine

Methodically describes the who, what and how of emergency preparedness and response

#### The Path Forward: National Disaster Recovery Framework September 2011



#### **The National Disaster Recovery Framework Defines:**

Core Recovery *Principles* 

Roles and
Responsibilities
of Recovery
Coordinators
and Other
Stakeholders

Coordinating
Structure that
Facilitates
Communication
and
Collaboration
Among all
Stakeholders

Guidance for Pre- and Post-Disaster Recovery Planning Overall Process
by which
Communities
can Capitalize
on
Opportunities
to Rebuild
Stronger,
Smarter, and
Safer

#### The Path Forward: Whole Community Approach



#### Is Response and Recovery a National Priority?

Identify
Community
Capabilities
and Needs

Foster
Relationships
with
Community
Leaders

## Whole Community Approach

Empower Local Action Build and Maintain Partnerships



A Whole Community Approach yields "...better informed and shared understanding of community needs and capabilities and an increase of resources through the empowerment of community members, including individuals, businesses, government agencies, and NGO's."

#### **Challenges of the Future**



# Is "All Hazards" Response and Recovery a National Priority?

- Funding
- Resources
- Focus
- Resist the "Single Focus Pendulum Effect"

# How to Make "All Hazards Response and Recovery a National Priority?

- Federal and State Guidance
- "All Hazard" Grant Funding
- Whole Community Approach
  - Whole Community Training
  - Whole Community Exercises



# When disaster strikes, how will YOU and YOUR Community survive?



#### **Protecting What Matters**

Strategies for Critical Infrastructure Resilience

Homeland Security Symposium September 27, 2011















#### The Panel



#### John Paczkowski

- Vice President, Homeland Security and Resilience, ICF International
- Former Director, Emergency Management and Security,
   Port Authority of New York and New Jersey

#### Mike McAllister

- Deputy Secretary, Veterans Affairs and Homeland Security,
   Commonwealth of Virginia
- Co-Chair, DHS State, Local, Tribal, Territorial Government Coordinating Council

#### Darrell Darnell

- Senior Associate Vice President for Safety and Security,
   The George Washington University
- Former Director, Critical Infrastructure Protection and Resilience Policy,
   The White House, National Security Staff

## The Focus and Objectives



- Regardless of ownership, operation, or location, infrastructure owners and operators have to be prepared for the worst.
- Underscore the vital importance of preparing for and protecting the nation's critical infrastructure from the ever present threats.
- Offer some insights on the trend toward "Resilience" and lessons learned from an organization, regional, and national perspective.
- Engage in an open exchange on infrastructure risk management and resilience among panel members and symposium participants.
- It is not a discussion from defense perspective but one that may somewhat enlighten us all and spark some ideas and take-aways.

#### The Audience



- NDIA 1,780 corporate and 87,700 individual members from industry, the military, government, academia, and the international community.
- Make up the Defense Industrial Base (DIB) as defined by the President, DOD, and DHS, and DOD Guidance
- Research and development, design, production, delivery, and maintenance of weapon systems, subsystems, components, or parts.
- Diverse, autonomous, geographically dispersed, and highly interdependent with other critical infrastructure sectors.
- DIB owners are responsible for their own assets, in "an open, global environment that exacerbates the vulnerability of DIB Sector assets."

#### A Few Words on the NIPP

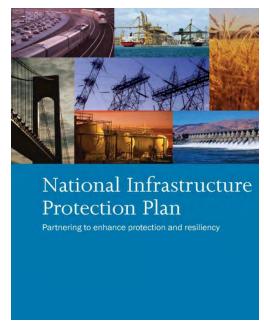


- Critical Infrastructure Systems and assets so vital that their incapacitation or destruction would have a debilitating impact on national security, the national economy, or public health or safety...
- National Infrastructure Protection Plan (NIPP)
  - A DHS National Strategic Context for critical infrastructure protection and resilience in response to a dynamic threat environment.

Natural Disasters Terrorist Incidents

Cyber Attacks Technical Hazards

- 18 Infrastructure Sectors
  - All different, yet interdependent
  - Asset-focused to systems and networks
  - Generally outside regulatory space
  - 85% privately owned and/or operated
  - 100% in State and local jurisdictions



## **Sector-Specific Agencies**



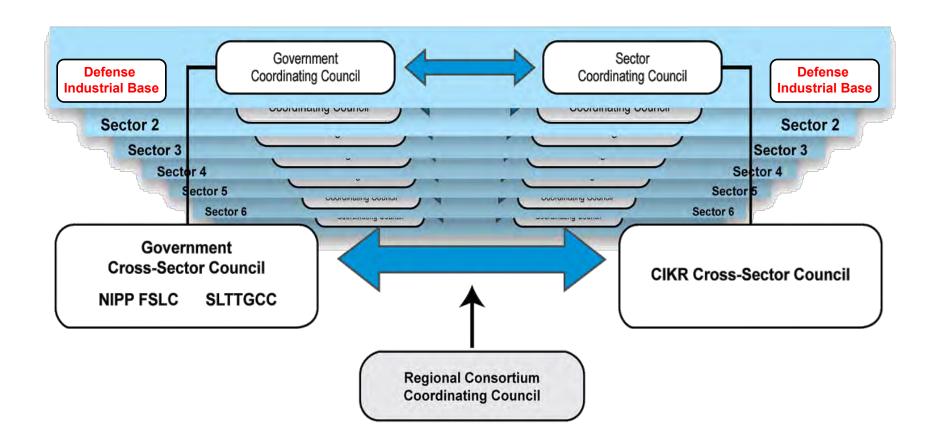
- DHS coordinates the overall national effort under the NIPP
- Sector-specific agencies lead the activities of each sector:
  - Collaborate with relevant stakeholders and develop sector-specific plans
  - Advance vulnerability assessments and encourage risk-management practices
  - Help identify, prioritize, and coordinate infrastructure protection efforts
  - Facilitate the sharing of information and best practices
- DOD Lead is the...
   Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs

| Sector-Specific Agency   | Critical Infrastructure/Key<br>Resources Sector  |
|--|--|
| Department of Agriculture<br>Department of Health and Human Services | Agriculture and Food   |
| Department of Defense  | Defense Industrial Base  |
| Department of Energy   | Energy   |
| Department of Health and Human Services                              | Healthcare and Public Health   |
| Department of the Interior   | National Monuments and Icons   |
| Department of the Treasury   | Banking and Finance  |
| Environmental Protection Agency                                      | Water  |
| Department of Homeland Security                                      |  |
| Office of Infrastructure Protection                                  | Chemical Commercial Facilities Critical Manufacturing Dams Emergency Services Nuclear Reactors, Materials, and Waste |
| Office of Cybersecurity and Communications                           | Information Technology<br>Communications   |
| Transportation Security Administration                               | Postal and Shipping  |
| Transportation Security Administration<br>United States Coast Guard  | Transportation Systems   |
| Immigration and Customs Enforcement,<br>Federal Protective Service   | Government Facilities  |

## **Sector Partnership Model**



Protection and resilience are shared responsibilities of Federal, State, and local governments, regional coalitions, and industry as reflected in parallel government and private sector coordinating councils.



## Resilience and Risk Management



- Infrastructure Protection and Infrastructure Resilience
  - Infrastructure Protection is the ability to prevent or reduce the effect of an adverse event.
  - Resilience is the ability to absorb, adapt to, and/or rapidly recover from a potentially disruptive event.
  - Infrastructure Resilience is the ability to reduce the magnitude, impact, or duration of a disruption.

National Infrastructure Advisory Council (NIAC) 2009

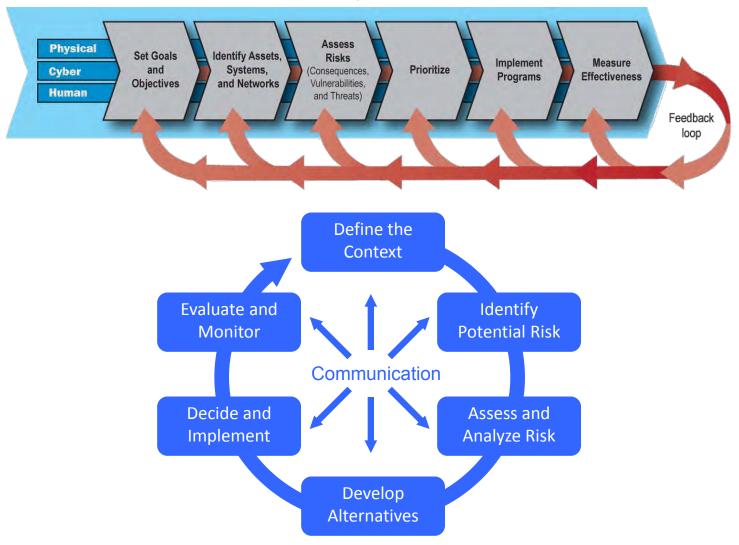
- Risk Management is the...
  - Process for identifying, analyzing, and communicating risk;
  - Accepting, avoiding, transferring, or controlling it to an acceptable level;
  - Considering the associated costs and benefits of any actions taken.



## **Risk Management Paradigms**



#### **NIPP Risk Management Framework**



**DHS Risk Management Process** 



#### **Protecting What Matters**

A Case study in Risk Management and Efforts Toward Infrastructure Resilience

National Defense Industrial Association Homeland Security Symposium September 27, 2011

## **Briefing Outline**

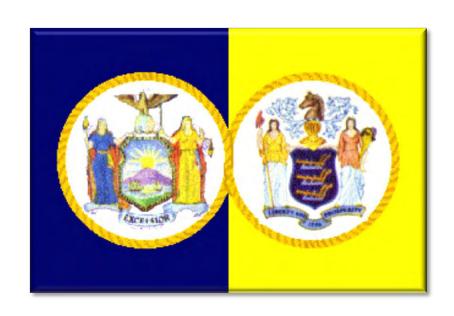


- Case Study Background and the Security Challenge
- Factors Driving the Application of Risk Management
- The Problem and Approach to Evaluating Risk
- Terrorism Risk Assessment and Management Methodology
- Elements of Risk Assessment in the Calculation of Risk
- Presentation of Risk Data for Decision-making
- Cost-benefit Analysis of Mitigation Alternatives
- Some Closing Thoughts

## Case Study-Port Authority of NY & NJ

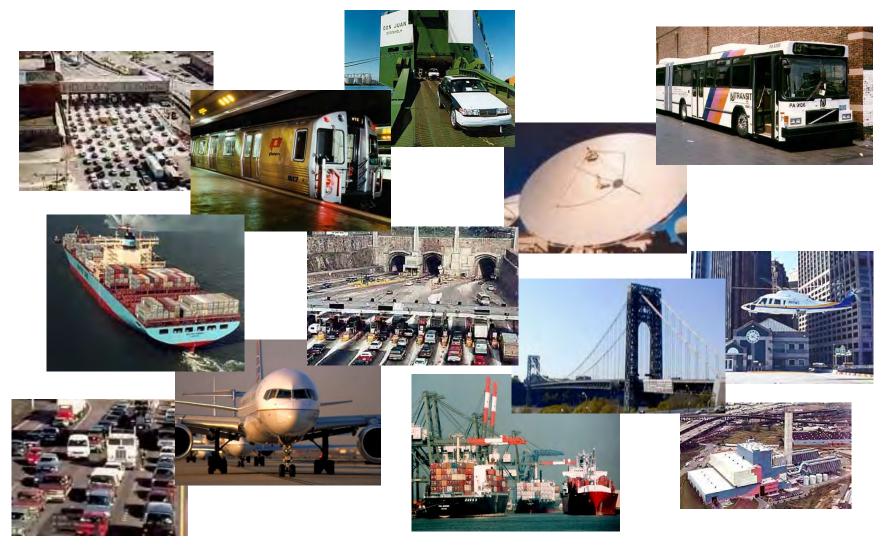


- Bi-state Agency, Formed by Compact in 1921
- Transportation and Development Mission
- Port Region Jurisdiction 1,500 Sq Miles
- Self-supporting from Business Income
- Capital Investment \$3.0 billion
- Gross Revenues \$3.5 billion
- Net Assets \$10 billion
- 7,000 Employees



#### **Facilities for Travel and Commerce**





## **Spanning the Port Region**





#### **Scope of Operations**



- Tunnels and Bridges (George, Lincoln, Holland, Staten Island)
  - 242 mil trans-Hudson Vehicle Trips
  - 74 mil Bus Passengers, 3.3 mil Bus Movements
- Port Authority Trans-Hudson (PATH Rail Transit System)
  - 74 mil Rail Transit Riders
- Commercial Airports (Kennedy, Newark, LaGuardia, Stewart)
  - 105 mil Air Passengers
  - 2.3 mil Tons of Air Cargo
- Port Facilities (Newark / Elizabeth, Brooklyn, Staten Island)
  - Serves a 10 State Hinterland; 70 80 million People
  - 5.0 mil Containers (TEUs)

## Infrastructure Security Challenges



- Complex and Critical Facilities
  - Gateways to Nation, Region, Urban Core
- Public and Varied Environment
  - Moving Almost 500 Million People Per Year
- Identified as High Threat Targets
  - Top of the National Target List
- Need to Balance Security and Mobility
  - Transportation is Essential to Commerce
  - Commerce is the Lifeblood of Democracy







## **Twice the Target of Terrorist Attacks**





## **Factors Driving Risk Management**



- Prior Attack on the World Trade Center in 1993.
- Comprehensive Security Audits Post 9/11
- Immediate Operational / Physical Improvements
- Identified Initial \$1 Bil in New Security Investment
- Management's Questions Were Predictable:
  - "Do we understand what we are protecting and why?"
  - "Is all that's recommended really needed?"
  - "How do we make choices among competing priorities?"
  - "How will we defend our decisions and tradeoffs?
  - "How will we know if we are returning good value?"

#### The Problem



- Large Number of Critical Targets
- Impossible to Fully Protect Them All
- Limited Financial and Personnel Resources
- To PATH Trains
- Must Prioritize Needs on Some Rational Basis
- Interdependencies; Potential for Cascading Effects
- Provide for Efficient Use of Scarce Investment Funding
- And Do It Across Targets, Systems, and Business Sectors
- With a Process that is Consistent, Repeatable and Defensible

## Risk Management Program



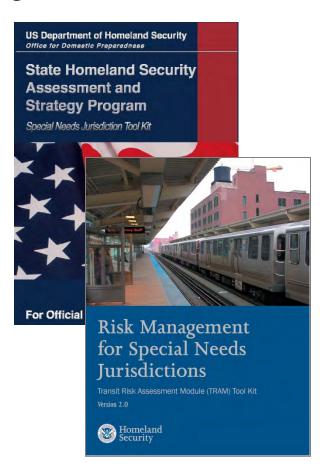
- Engaged DOJ Office For Domestic Preparedness
  - To Develop a Security Risk Assessment Methodology
  - Prepare A Risk-based Needs Assessment
  - Continue Refinement of a "Best-practice" Model
- Initial \$500 Mil 5-year Security Improvement Program
  - Agency-wide Risk Assessment on a Two-year Cycle
  - Rolling Five-year Security Plans for Each Business Unit
  - Integration into Corporate Planning and Budgeting Cycle
- Continued Investment in Ongoing Security Capital Program

#### **Evolution of TRAM**



#### Terrorism Risk Assessment and Management

- Initial PANYNJ Application
- Base Methodology
- Documented Case Study
- ODP Technical Assistance
- Port and Mass Transit Program
- Standard Attack Scenarios
- Standard Mitigation Measures
- Automated Risk Assessor Tool Kit
- Refined Cost-Benefit Module
- DHS Program Manager FEMA / NPD



## **Continuous Improvement**



- 1993-2001 Incremental Industrial Security Surveys
- 2002-2003 Initial Agency-wide Security Risk Assessment
- 2004-2005 Risk Update; Cost-Benefit Prototype
- 2006-2007 Complete New Baseline of Security Risk
- 2007-2008 Application of Cost-Benefit Methodology
- 2009-2010 "Multi-Hazards" Risk Assessment Prototype
  - Five Natural / Technical Hazard Scenarios
  - Documentation of the Risk Management Program
  - Standardization of Security and Preparedness Plans
  - Decision Support Tool, Integration with Corporate Processes

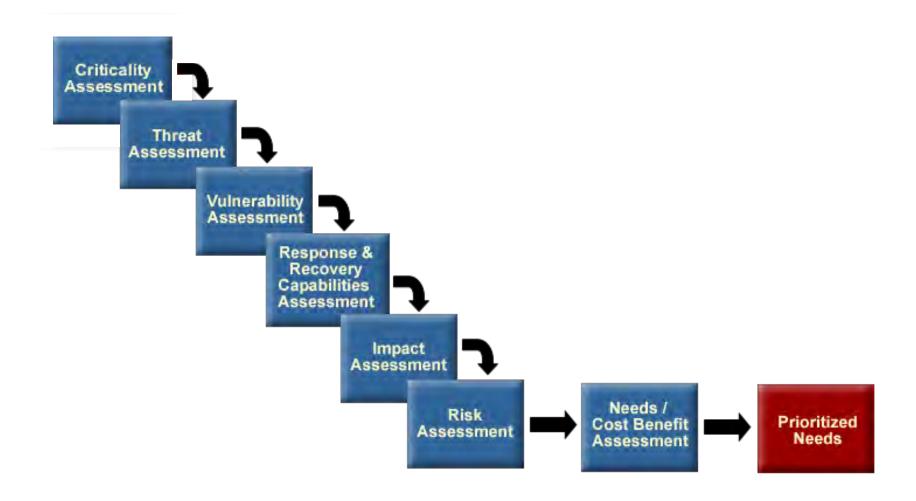
## **Operationalizing Risk Management**



- Establish Risk Management Governance Structure
- Identify Risks; Expose Gaps in Security and Response
  - Joint Police / Security / Operations / Engineering Teams
- Formulate Potential Risk Reduction Solutions
  - Develop Set of Project Options for Further Analysis
- Established Risk Mitigation Priorities Based on a Risk Ranking and Relative Risk Reduction Expected
  - Target Projects for Further Cost-Benefit Analysis
- Develop Multi-year Security Plans & Capital Budgets
  - Strict Accountability Via Operating Chain of Command
  - Track Implementation and Reassess Risk

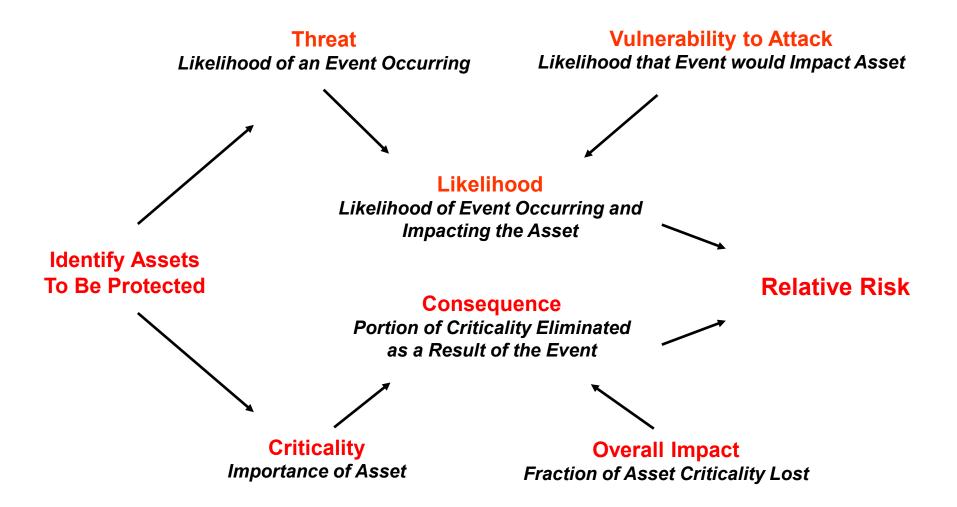
#### **Risk Assessment Process Flow**





#### **Risk Assessment Elements**

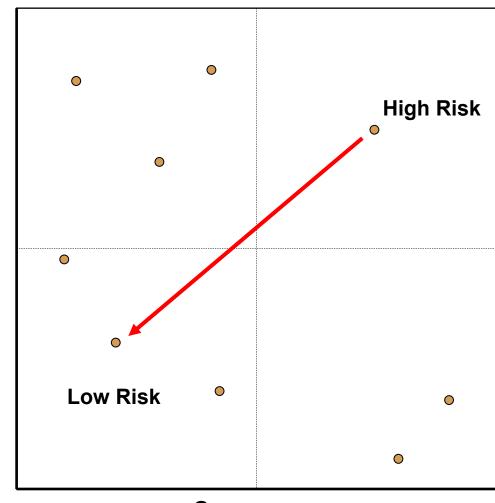




## **Risk Mapping**





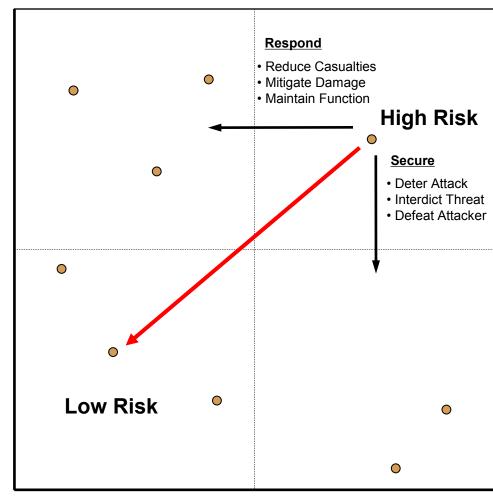


Consequence

## **Risk Mitigation**



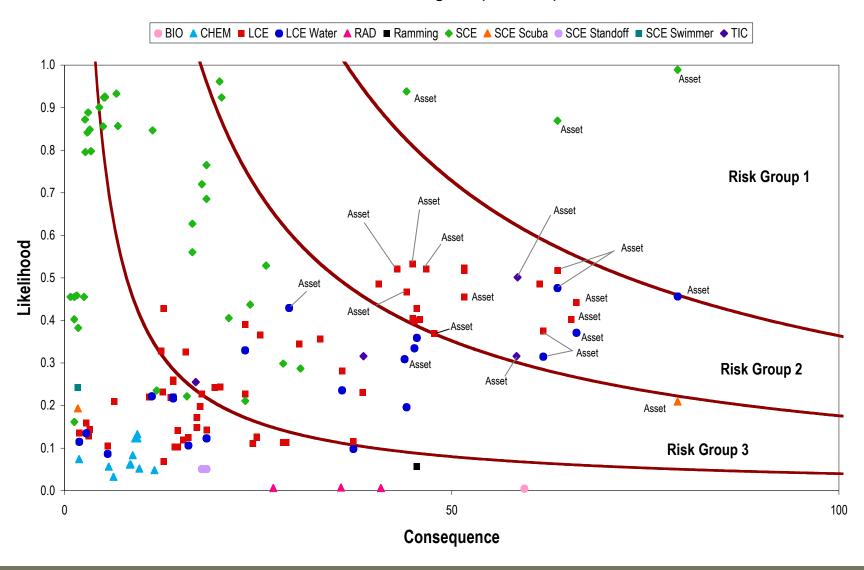




Consequence



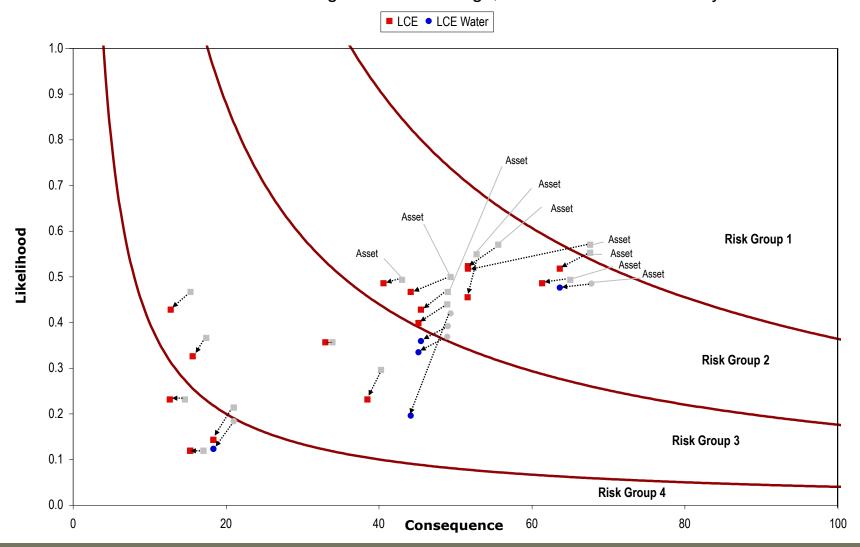
# Relative Risk Diagram or Risk Map Relative Risk Diagram (PANYNJ)



## **Measuring the Buy-Down in Risk**



Relative Risk Diagram – For a Bridge, Tunnel or Maritime Facility



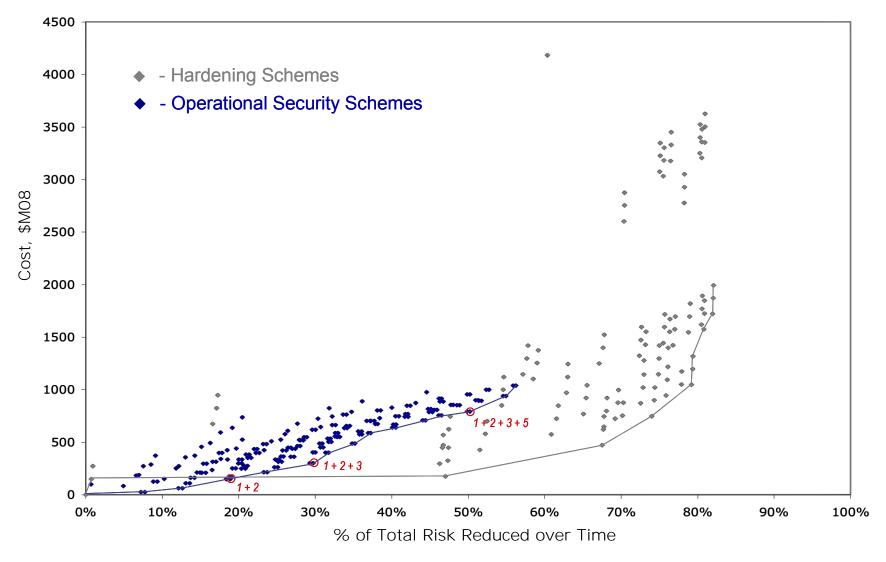
## **Cost-Benefit Analysis**



- Evaluate the Effectiveness of Individual Mitigation Options and Sets of Options In Reducing Risk
- Conduct a Cost-benefit Analysis to Compare Risk Reduction Benefit as a Function of Estimated Costs
- Select a Set of Projects that Result in Maximum Risk Reduction and Greatest Return on Investment (ROI)
- Amend Capital Investment Plan to Accommodate Programming of New Solution Sets
- Reset Strategic Business Unit Spending Plans to Reflect New Expenditures

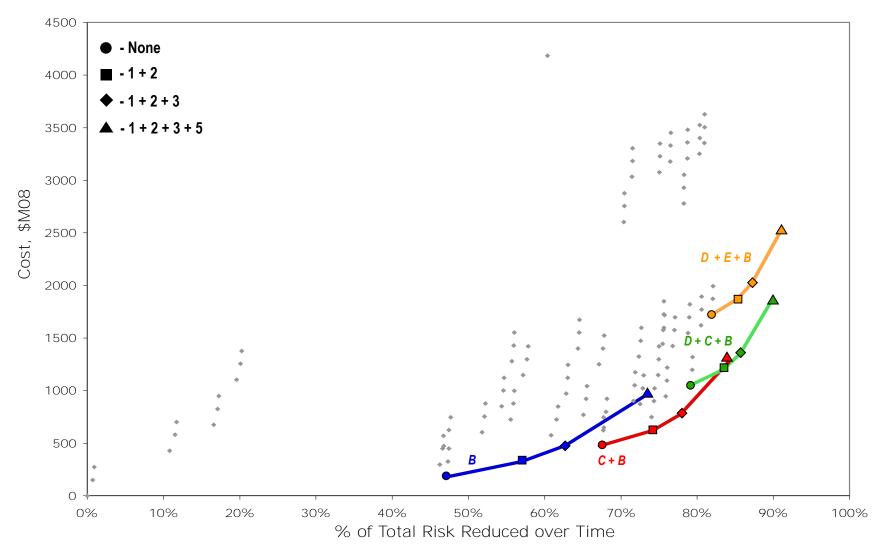
## **Array of Alternatives**





### **Combined Sets of Alternatives**

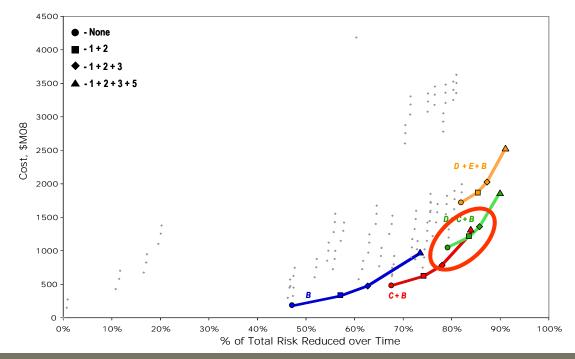








| Frontier Case | Risk<br>Reduction, % | Cost,<br>\$M08 | Initial<br>Cost,<br>\$M08 | Recurring<br>Cost,<br>\$M08 | Marginal Cost per<br>%R Over Previous<br>Option | Probability of<br>Catastrophic<br>Loss |
|---------------|----------------------|----------------|---------------------------|-----------------------------|---|--|
| В             | 47%                  | \$175M         | \$175M                    | \$0                         | \$3.7M  | 51%                                    |
| B/1+2         | 57%                  | \$324M         | \$175M                    | \$10M                       | \$15.0M   | 40%                                    |
| C+B           | 67%                  | \$472M         | \$472M                    | \$0                         | \$14.4M   | 23%                                    |
| C+B/1+2       | 74%                  | \$621M         | \$472M                    | \$10M                       | \$21.5M   | 18%                                    |
| C+B/1+2+3     | 78%                  | \$773M         | \$472M                    | \$21M                       | \$41.8M   | 15%                                    |
| D-O-B/4-2     | 99%                  | \$440CM        | \$4047M                   | \$10M                       | \$70.0M   | <del>0%</del>                          |
| D+C+B/1+2+3   | 86%                  | \$1348M        | \$1047M                   | \$21M                       | \$66.1M   | 3%                                     |
| D+C+B/T+Z+3+3 | 90%                  | \$1841M        | \$1047M                   | \$43M                       | \$122.0M  | 2%                                     |
| D+E+B/1+2+3+5 | 91%                  | \$2516M        | \$1722M                   | \$43M                       | \$521.0M  | 1/2%                                   |



### **Overlay Onto DHS Risk Process**





### **Closing Thoughts**



- TRAM is a Sound, Well-Documented, Repeatable Process
- Establishes a Consistent Baseline for Security Risk
- Can be Extended Across all Asset Types
- Expansion to Multi-Hazards Risk Appears Promising
- Must Be Complemented with Other Decision Support Tools
- It is Not Perfect But it Doesn't' t Need to Be
- States / Regions at Nexus of Managing Risk
- Solid Model for State / Regional Risk Management
- Could Provide a Viable Option for DIB Sector Risk Management

### References



- Homeland Security Presidential Directive (HSPD) 7: Critical Infrastructure Identification,
   Prioritization, and Protection <a href="www.dhs.gov/xabout/laws/gc\_1214597989952.shtm">www.dhs.gov/xabout/laws/gc\_1214597989952.shtm</a>
- DHS National Infrastructure Protection Plan 2009 <u>www.dhs.gov/xlibrary/assets/NIPP Plan.pdf</u>
- DHS Office of Risk Management and Analysis: Risk Management Fundamentals www.dhs.gov/xlibrary/assets/rma-risk-management-fundamentals.pdf
- DoD Directive 3020.40: DoD Policy and Responsibilities for Critical Infrastructure www.dtic.mil/whs/directives/corres/pdf/302040p.pdf
- DoD Instruction 3020.45: Defense Critical Infrastructure Program (DCIP) Management <u>www.dtic.mil/whs/directives/corres/pdf/302045p.pdf</u>
- NIAC Study Critical Infrastructure Resilience 2009
   www.dhs.gov/xlibrary/assets/niac/niac critical infrastructure resilience.pdf
- HIS Study Concept Development: An Operational Framework For Resilience 2009 <u>www.homelandsecurity.org/hsireports/Resilience\_Task\_09-01.pdf</u>
- HIS Study Risk and Resilience: Exploring the Relationship 2010
   <a href="https://www.homelandsecurity.org/hsireports/Risk-">www.homelandsecurity.org/hsireports/Risk-</a>
   <a href="https://www.homelandsecurity.org/hsireports/Risk-">Resilience Report Final public release version Task 10-17 29-Nov-2010.pdf</a>
- The George Washington University Homeland Security Policy Institute www.gwumc.edu/hspi/policy/taskforce resilience.cfm

### **Contact Information**



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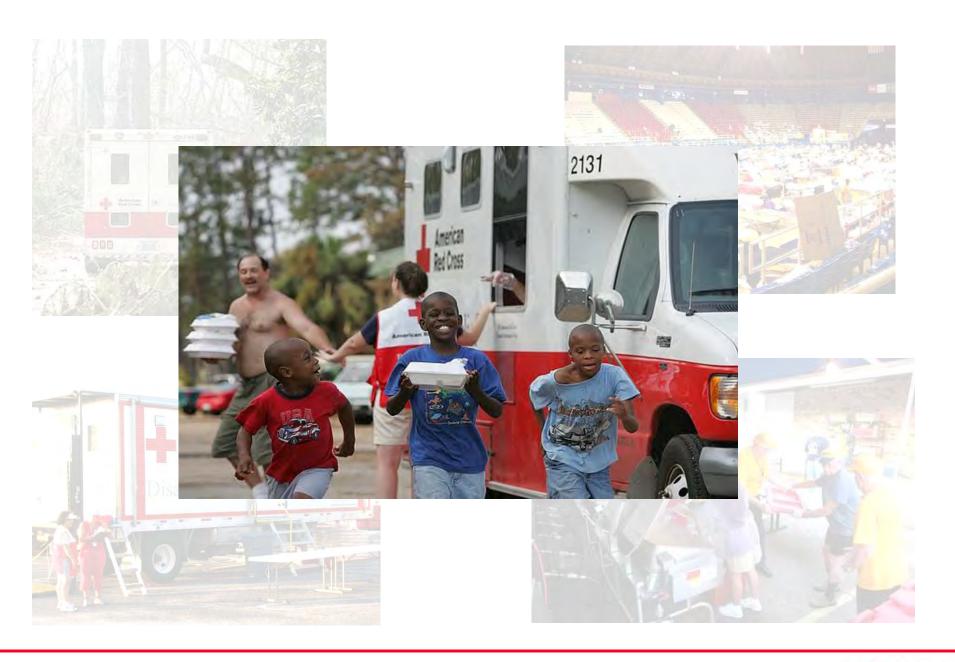
Lisa Bendixen

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For Information on the NIPP E-mail: nipp@dhs.gov





### **American Red Cross Statistics**

- Current structure is built upon over **600** local chapters with over **2000** points of service delivery.
- Over **50,000** trained disaster volunteers
- Volunteers constitute **96%** of our Total Work Force.
- We respond to more than **70,000 disasters annually**, including about **200 home fires every day**.



### Irene, Lee, Wildfires...

### Irene was a "near miss?"

- Sheltered 27k people on a single night
- Deployed more than 4000 workers

### Lee was "just a tropical storm?"

- 12 inches of rain
- Lots of inland flooding
- Thousands of homes and businesses destroyed

### Texas wildfires "aren't affecting many homes?"

■ 2000+ homes destroyed









### A Few Lessons of Last Ten Years

- If it's catastrophic, change your model
- Citizens are your first responders listen to them!

• Centralized Readiness....Localized Capability

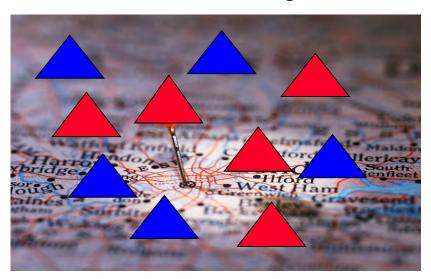


### **Evolving Business Model**

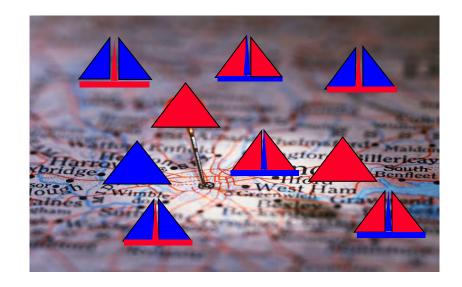
To move from ad hoc collaboration at best ...

... to a system and engagement strategy for consistent collaboration

Pre-Katrina Shelters Operations

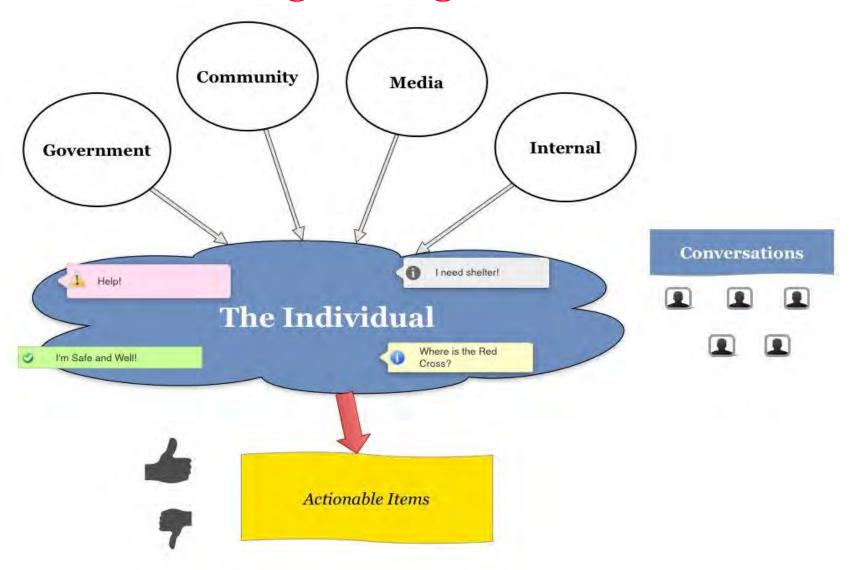


**Current Shelters Operations** 





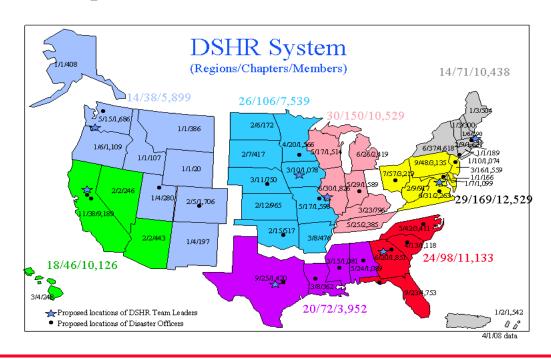
### **Connecting Through Social Media**





### Centralized Readiness...Localized Capability

- Locally focused
- ARC Chapter: Cornerstone of service delivery
- Regional Chapter: Supports local responses
- NHQ: Supports local responses in larger disasters
  - Disaster Relief Operation





# Capability to establish relief operations equivalent to a large corporation...in 48 hrs

- Internal and external voice and data communications;
- The facility we use may be an empty building a schoolhouse, or a former retail store;
- Thousands of people with very specialized skills the vast majority of them volunteers;
- We transport them, house them, and feed them;
- We see to their physical and emotional well-being...and in three weeks, we rotate that staff.



### **Partner Based Response Structure**









METHODIST



NATIONAL ORGANIZATION OF































# Trevor Riggen Senior Director, Disaster Operations American Red Cross RiggenT@usa.redcross.org









# Responding and Adapting – Domestic Threats, Extremism and Counterterrorism





#### **Erroll G. Southers**

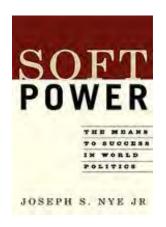
Managing Director, Counter-Terrorism & Infrastructure Protection
Associate Director, Center for Risk and Economic Analysis of Terrorism Events
Adjunct Professor of Homeland Security and Public Policy
School of Policy, Planning, and Development
University of Southern California



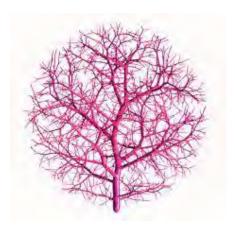


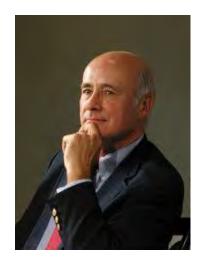


### **Adversarial Ingenuity**









Joseph Nye, Jr.

- Decentralized
- Self-organizing
- Psychologically empowered



Foucault





















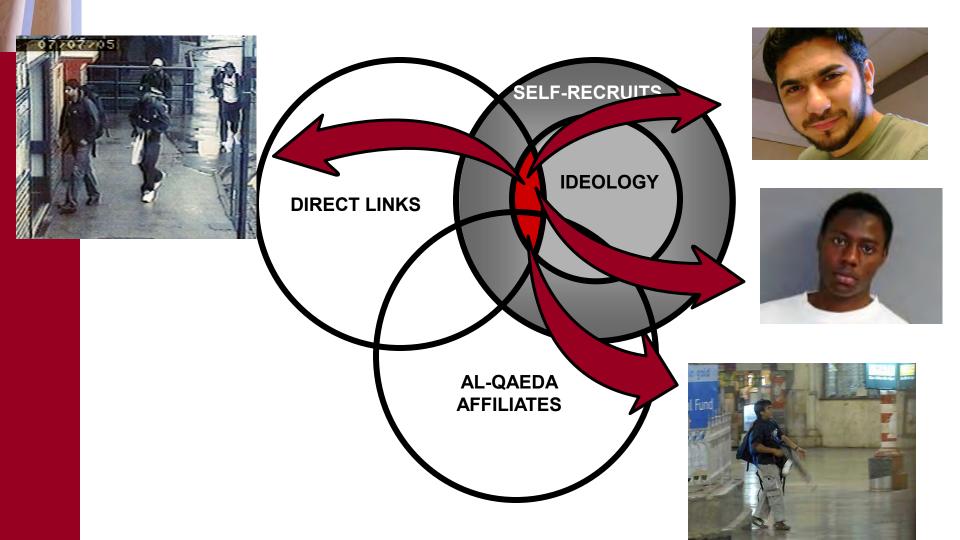
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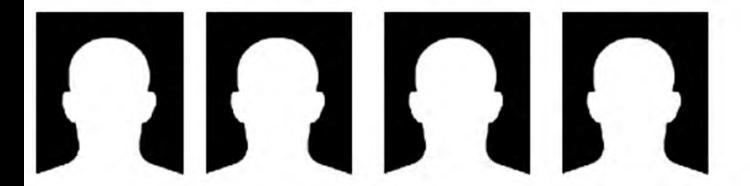


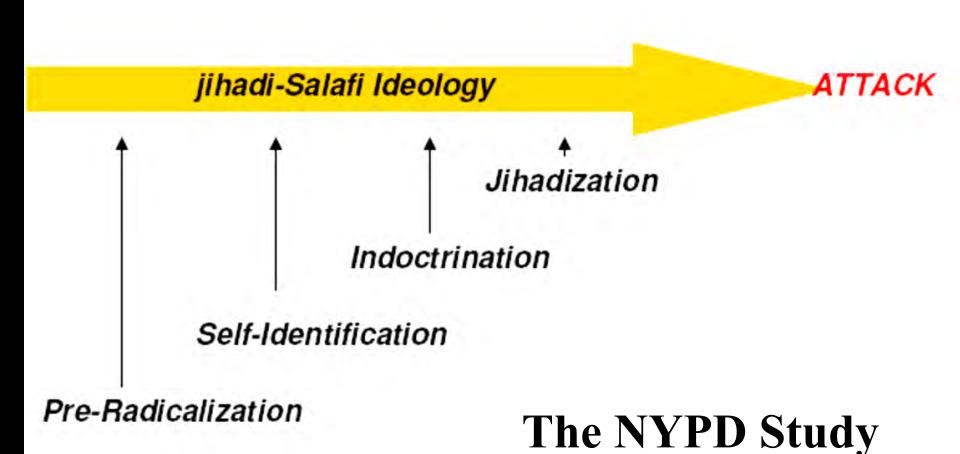




### **Adaptive Operational Schemes**











# IS THE SALAFI MANHAJ AN INDICATOR OF TERRORISM, POLITICAL VIOLENCE AND RADICALISATION?

### A CRITICAL STUDY OF THE NYPD DOCUMENT:

'RADICALIZATION IN THE WEST — THE HOMEGROWN THREAT', BY MITCHELL D.SILBER AND ARVIN BHATT (SENIOR INTELLIGENCE ANALYSTS — NYPD INTELLIGENCE DIVISION)







Abdulmutallab December 25, 2009



Michael Finton Talib Islam September 24, 2009

Omar Eduardo Almonte Mohamed Alessa June 5, 2010



Zachary Adam Chesser Abu Talhah al-Amrikee April 2010



Embracing the ideology





Nidal Hasan November 5, 2009



Alhazmi

9/11



Almihdar



Hanjoor



Roshonara Choudhry Stephen Creswell Timms May 14, 2010







## "Interpol warns of mounting terrorist Web sites" *Networked Jihad!*



RonaldNoble







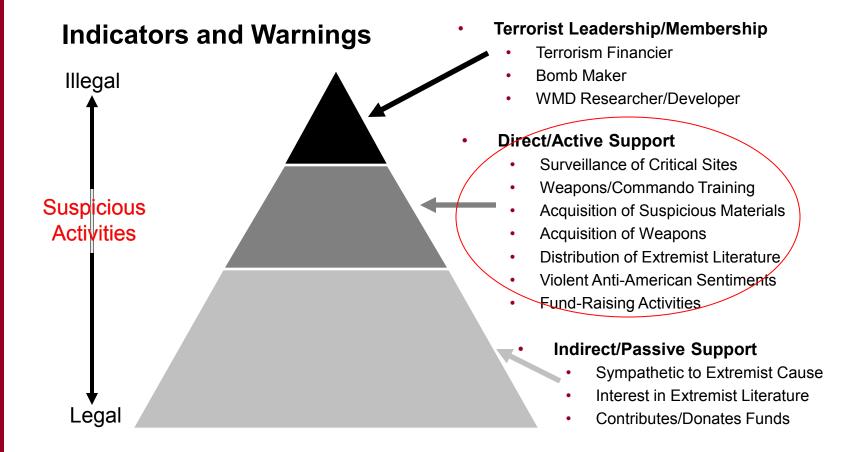








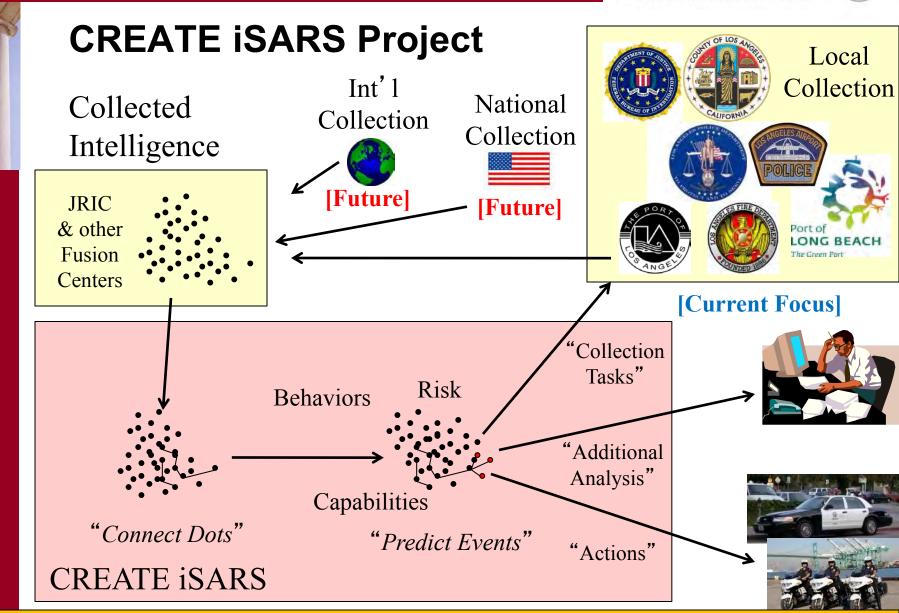
# Countering the Planning Cycle: The Intelligence Nexus











Getting the right information to the right person...at the right time







### **ARMOR**

(Assistant for Randomized Monitoring of Routes)

**ARMOR-Checkpoints** 



**ARMOR-K9** 

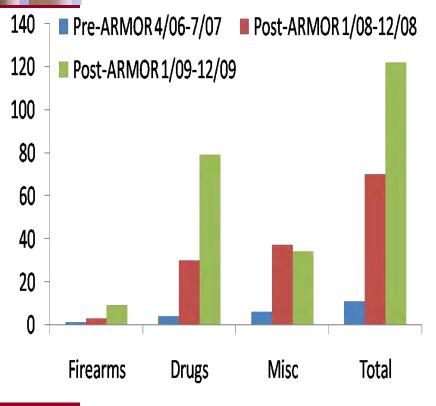








## Los Angeles World Airports Police ARMOR Arrests:



### January 2009

- January 3<sup>rd</sup>
- •January 9th
- •January 10<sup>th</sup>
- •January 12<sup>th</sup>
- •January 17<sup>th</sup>
- •January 22nd

Loaded 9/mm pistol
16-handguns,
4-rifles,1-assault rifle;
1000 rounds
Two unloaded shotguns
Loaded 22/cal rifle
Loaded 9/mm pistol
Unloaded 9/mm pistol

### January 9, 2009









### "Deterrence Doctrine"

"A culturally adaptive process of psychological empowerment, with the capacity to reduce or mitigate a man-enabled threat and the consequences."



- Intelligence
- Education
- Applied Research
- International Collaboration

We cannot spend, capture or kill our way out of this problem!



